

2022

# Annual Report

Leon County Sheriff's Office





# TABLE OF CONTENTS

Overview.....	3	Detention, Judicial, and Reentry.....	56
Message from Sheriff.....	5	Detention Administration.....	57
Executive Staff .....	6	Reentry and Inmate Programs.....	57
Agency Organizational Charts .....	8	Detention Operations.....	59
Agency Awards.....	12	Judicial Services.....	60
Employee Awards.....	14	Bailiff.....	61
Veteran Employee Recognition .....	17	Civil Process.....	61
Compliments and Kudos.....	18	Transport.....	61
Community Engagement Memberships.....	20	Warrants.....	62
Strategic Goals and Objectives.....	22	US Marshals Task Force.....	62
 Summary of Accomplishments by Department and Division			
Administration and External Affairs .....	36	Law Enforcement Operations.....	64
Executive Officer to the Chief of Staff.....	37	Council on the Status of Men and Boys.....	64
Citizen Advisory Council.....	37	Special Operations and Investigations.....	65
Detention and Law Enforcement Accreditation.....	38	Investigations.....	65
Internal Affairs.....	38	Special Operations.....	70
Research and Planning.....	39	Uniform Patrol .....	80
Finance.....	41	Special Projects Investigation Detection Enforcement & Response	
Human Relations.....	44	Unit (SPIDER).....	81
Employee Development and Recognition Bureau.....	45	Traffic Unit.....	81
Human Resources Bureau .....	45	Youth and Young Adult Services and Intelligence.....	83
Risk Management Bureau.....	45	Intelligence.....	83
Wellness and Employee Resiliency Bureau.....	46	Youth and Young Adult Services.....	84
Internal Business Services.....	48		
Fleet Management Bureau.....	48		
Information Technology Bureau.....	49		
Records Bureau.....	51		
Training and Standards.....	52		
Community and Media Relations.....	54		

## Leon County Sheriff's Office Stats

**Total Employees: 675**

Sworn Law Enforcement: 269

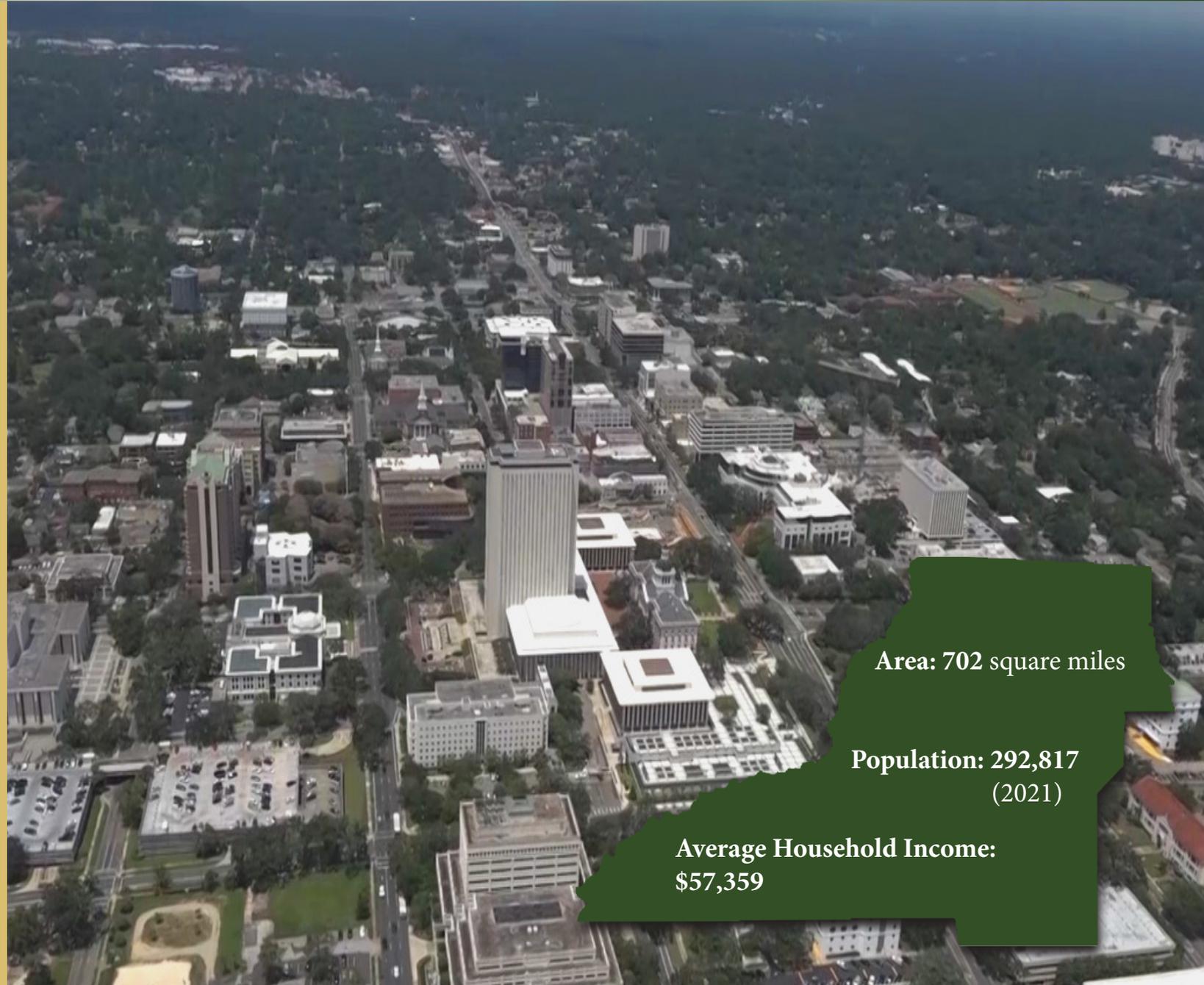
Sworn Correctional Officers: 227

Civilian Employees: 179

**Total non-paid staff: 36**

Volunteers: 7

Sworn Law Enforcement Reserves: 29



**Area: 702 square miles**

**Population: 292,817**  
(2021)

**Average Household Income:**  
\$57,359

# SHERIFF WALTER MCNEIL



Walter A. McNeil was elected Sheriff of Leon County in November 2016 and was re-elected in 2020. In his distinguished 44-year career as a public servant, Walter McNeil led the fight against crime in Tallahassee and across America. For 10 years, at the helm of the Tallahassee Police Department, Chief McNeil was recognized for his progressive voice and his effective response to citizen concerns.

In 2005, Sheriff McNeil was deployed by then Governor Jeb Bush as the overhead commander for Florida's Emergency Response to the Mississippi Gulf Coast for Hurricane Katrina recovery efforts. From 2007-2008, Sheriff McNeil, lead the Department of Juvenile Justice under former Governor Charlie Crist. From 2008-2011, Sheriff McNeil was appointed to lead the Florida Department of Corrections. In 2012, he was selected to serve on the advisory group that met with Vice President Biden to discuss gun violence. In the same year, McNeil was selected as President of the International Association of Chiefs of Police (IACP), traveling to foreign countries to discuss methods to combat terrorism, human trafficking, cyber-crimes and other 21st century concerns that may impact global security and policing issues.

McNeil's community policing efforts to control gangs, drugs and juvenile crime earned him numerous honors, including the Tallahassee NAACP Humanitarian Award, Public Sector Business Person of the Year, United States DEA Award, Innocence Project Partner of the Year, Bethel Baptist Church of Tallahassee Man of the Year, and the Martin Luther King Foundation Man of the Year Award, amongst many others.

Sheriff McNeil currently serves on several Boards including, Southside Rotary Club; Big Bend Minority Chamber; United Way of the Big Bend; Boy Scouts of America; Tallahassee Community College; Boys and Girls Club of the Big Bend; Flagler College; Boys Town of North Florida; Tallahassee Chamber of Commerce; North Florida Fair Association; 100 Black Men of Tallahassee; and Fellowship of Christian Athletes, to name of a few.

Sheriff McNeil is a past adjunct instructor at both FAMU and FSU, instructing in the study of Introduction to Law Enforcement.

# MESSAGE FROM THE SHERIFF

Dear Citizens of Tallahassee-Leon County:

2022 was an extremely productive “Year of Service”. As we chart off course for the delivery of world class service for the 2023 year, we will once again place a premium servicing on every member of our county and city. Once again, our focus will be fixed on reducing crime and enhancing our overall quality of life. This year’s 2022 Annual Report highlights the amazing work of the men and women of the Leon County Sheriff’s Office. Moreover, I know you are just as proud of these amazing women and men as I am. Thank you for your support of your Leon County Sheriff’s Office and enjoy reading our 2022 Annual Report.

The Leon County Sheriff’s Office (LCSO) Real-Time Crime Center (RTCC) has been operational since August of 2018, providing analytical support to law enforcement officers in the field. The services and capability of the crime center have provided considerable assistance in the response and investigation of missing and endangered persons, coordination of resources providing for the recovery of stolen vehicles, and apprehension of numerous criminals. The expansion and build out of the Capital Region Real Time Crime Center was a significant highlight of 2022. In 2023, this state-of-the-art facility will house staff from LCSO, Tallahassee Police Department, Florida State University Police Department, and a research component for FSU College of Criminology and Criminal Justice. Resources from these agencies will be consolidated into one area to join forces to reduce crime in Leon County.

The Council on the Status of Men and Boys was established in support of our efforts to reduce gun violence. The council is a collaborative effort between the Leon County Commission, the City of Tallahassee Commission, Leon County School Board, and the Leon County Sheriff’s Office. The goal of the council is to unify existing agencies, organizations, and individuals to coordinate resources, funding, and services under a multi-disciplinary plan to reduce homicides and non-fatal shootings throughout Leon County.

The effects of the COVID-19 pandemic continue at the Leon County Detention Facility. At maximum capacity, our inmate population is largely un-sentenced, and the ratio of serious felony offenders has remained high. These challenges have required our staff to be innovative and adaptive. It is critical to maintain humane and safe living conditions for inmates and manage a secure facility that ensures the safety of both the inmates and employees. We have made great strides in enhancing technology to include expanding the camera coverage throughout the facility. We are also continuing to grow our inmate programs and re-entry efforts to assist with transition into the community and reduce recidivism.

At the heart of the accomplishments in this report are the dedicated members of this agency. I am continually grateful for their service and unwavering dedication to the citizens of Leon County. We have continued to support our employee wellness and resiliency initiatives, including expanded employee assistance program resources for both employees and their families, financial coaching, physical fitness programs, annual wellness checks, animal therapy, Heart Math residency tool training, and peer support. I was also honored to preside over the Lighting of the Eternal Flame and Memorial Dedication in tribute to our brave heroes who have given their lives in the line of duty. The newly erected flame serves as a daily reminder of their ultimate sacrifice.

Through our “ALL in LEON” initiative, we will continue unifying people, agencies, and organizations in a partnership to reduce crime in Leon County. This collaboration empowers all stakeholders to contribute to the achievement of our common goals. Together, we are stronger. Please join me in celebrating the success achieved in 2022 and in looking forward with renewed focus as we continue another “YEAR of SERVICE”. ALLin!

Sincerely,



Walt McNeil  
Sheriff





# EXECUTIVE STAFF



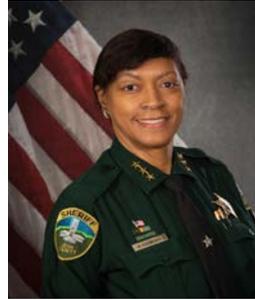
**Ron Cave**  
*Chief of Staff and Assistant Sheriff of  
Administration and External Affairs*

Assistant Sheriff Ron Cave was raised in Tallahassee and graduated from Godby High School. Cave went on to graduate from Thomas University with a bachelor's degree in Criminal Justice and continued his education by attaining a master's degree in Political Science from Florida State University, a master's degree in Criminal Justice Administration from the University of West Florida, and a master's Certificate in Public Administration from the University of West Florida.

He continues to actively engage with and contribute to the academic community by serving as an adjunct professor for two Florida community colleges and a private university where he teaches courses in political science and criminal justice. Cave has lectured on various topics related to criminal justice, public policy and administration, the Florida Legislature, and political science.

Assistant Sheriff Cave holds criminal justice instructor certifications in general topics, firearms, defensive tactics, and vehicle operations. He has worked continuously in the criminal justice field since 1996. Cave has been a Florida-certified correctional officer since 1997, and a Florida-certified law enforcement officer since 1998. He has served in various positions and roles with local and state criminal justice agencies including investigator (internal affairs and criminal), Deputy Sheriff, Lieutenant, Captain, Major, Chief over field and statewide operations and Director.

Currently, Cave serves as the Chief of Staff and Assistant Sheriff of Administration and External Affairs.



**Argatha Rigby-Gilmore**  
*Assistant Sheriff of  
Law Enforcement*

Assistant Sheriff Argatha Rigby-Gilmore was reared in Indian River County, Florida. She is a graduate of Vero Beach High School and Indian River Community College. From Florida State University, she received a Bachelor of Science degree in Criminology (1980) and a Certified Public Manager certification (CPM 2001). In addition, she has a Master's Degree in Social Science and Public Administration from Florida A&M University (1991). Assistant Sheriff Gilmore is a graduate of the FBI National Academy, Session #214 (2003) and a graduate of Harvard University's John F. Kennedy School of Government State & Local Executive Program (2002). She successfully completed Florida Department of Law Enforcement Chief Executive Training in 2010.

On March 23, 2018, Assistant Sheriff Gilmore received her Doctorate of Strategic Leadership Foresight Degree from Regent University. She is married to Thomas Franklin Gilmore. Assistant Sheriff Gilmore's law enforcement career began at the Tallahassee Police Department on August 31, 1984. She retired from the Tallahassee Police Department after 25 years of service having served in numerous roles throughout the department and leadership.

On September 28, 2009, the Mayor of the City of Lake City swore in Police Chief Argatha Gilmore. Under her leadership, the Department renewed its status as an Accredited Law Enforcement Agency in Florida.

On December 3, 2021, Assistant Sheriff Gilmore was sworn in as Leon County Sheriff's Office Assistant Sheriff over Law Enforcement Operations, becoming the first African American female to do so.



**Steve Harrelson**  
*Assistant Sheriff  
Judicial, Detention and Re-Entry*

Assistant Sheriff Steve Harrelson was raised in Jasper, FL, moved to Tallahassee, and graduated from Godby High School. He went on to graduate from Florida State University with a degree in Criminology. In 1988, Harrelson began his law enforcement career with the Monticello Police Department.

He started with the Leon County Sheriff's Office in 1989 as Deputy Sheriff. He was promoted to Detective where he worked in Property, Fraud, and Persons Units. He served as a negotiator on the Hostage Negotiation Team and became the Team Commander.

Harrelson was promoted to Sergeant in 2002, where he supervised Patrol, Property, and Financial Crimes Units. While Sergeant, Harrelson was awarded the LCSO Medal of Meritorious Service for exceptional service. In 2006, Harrelson was promoted to Lieutenant over Accreditation.

In 2011, he was promoted to Captain over Community Services, Patrol, and Criminal Investigations. In 2016, he was promoted to Major over Special Services. During this time Harrelson became the first Certified Public Manager (CPM) for the Sheriff's Office. In 2017, he was promoted to Chief of Administrative Services, overseeing various support units.

Harrelson received the Committee of 99 Sheriff Larry Campbell Distinguished Career Service Award for his long productive career in law enforcement. In 2018, he became the Director for the Consolidated Dispatch Agency (CDA). In 2020, Harrelson was promoted to his current position as Assistant Sheriff over Judicial, Detention, and Re-entry.



**Shonda Knight**  
*Executive Director  
Community & Media Relations*

Shonda Knight is currently the Executive Director of Community and Media Relations (CMRU) for the Leon County Sheriff's Office.

The CMRU disseminates public safety information, as well as coordinates and promotes LCSO's outreach initiatives, creating and maintaining community partnerships. Under Knight's leadership, in 2019, their team was named Outstanding Unit of the Year by the Florida Crime Prevention Association as well as the 2019 Public Relations Programs Judges Award Winner by the Florida Public Relations Association (FPRA). The Unit was also awarded the top, statewide Community Relations Award from FPRA in 2018.

Prior to joining LCSO in March, 2017, Knight served as Executive Producer and Anchor for WCTV-TV in Tallahassee. Knight has more than 17 years of television newsroom experience. She oversaw many of the day to day operations of the news department and anchored The Good Morning Show, as well as Eyewitness News at Noon. Knight was the first African American to co-anchor the morning shows at WCTV.

Knight also served as an adjunct professor at Florida State University for eight years. She has former students now working in television markets across the country.

Knight is a Florida Associated Press award-winning journalist, and has served as VP of the Florida Associated Press Broadcasters. She currently serves on numerous community boards, including Whole Child, The Salvation Army, South City Foundation, and First Commerce Credit Union. She is also a member of the Florida Public Relations Association and Alpha Kappa Alpha Sorority, Incorporated.



**James Pimentel**  
*General Counsel and Constitutional  
Policing Advisor*

General Counsel James W. Pimentel is a 1997 honors graduate of the University of Florida College of Law. From 1997 until 2004, Mr. Pimentel served as an Assistant State Attorney in the Fourth Judicial Circuit of Florida. He prosecuted criminals on all levels of offenses from misdemeanors through capital felonies.

From 2005 until 2017, Mr. Pimentel served as General Counsel for the Clay County Sheriff's Office. In 2017, Mr. Pimentel was appointed by Sheriff Walt McNeil as the General Counsel for the Leon County Sheriff's Office. As General Counsel, he provides legal assistance to the entire agency.

Mr. Pimentel earned his Bachelor in Science in Political Science, with Highest Honors, from Northeastern University in Boston. Upon graduation in 1988, Mr. Pimentel was commissioned as a Naval Officer on active duty from 1988 until 1994. Mr. Pimentel qualified as a Navy Surface Warfare Officer and served tours in USS El Paso (LKA-117) and USS Dale (CG-19). Mr. Pimentel was also recalled to active duty following the 9/11 terrorist attacks. During his military service, Mr. Pimentel was promoted to Lieutenant Commander and selected for promotion to Commander.

Mr. Pimentel earned the Navy Commendation medal, four Navy Achievement Medals, two National Defense Service medals, the Global War on Terror Expeditionary and Service Medals, the Southwest Asia Service Medal, the Expert Rifle and Pistol Medals, and numerous other campaign and service medals and ribbons. Mr. Pimentel is an Eagle Scout, and the proud father of an Eagle Scout.



**Stephanie Jones**  
*Executive Assistant*

Stephanie Jones joined the Leon County Sheriff's Office in December 2016, as Executive Assistant to Sheriff Walt McNeil.

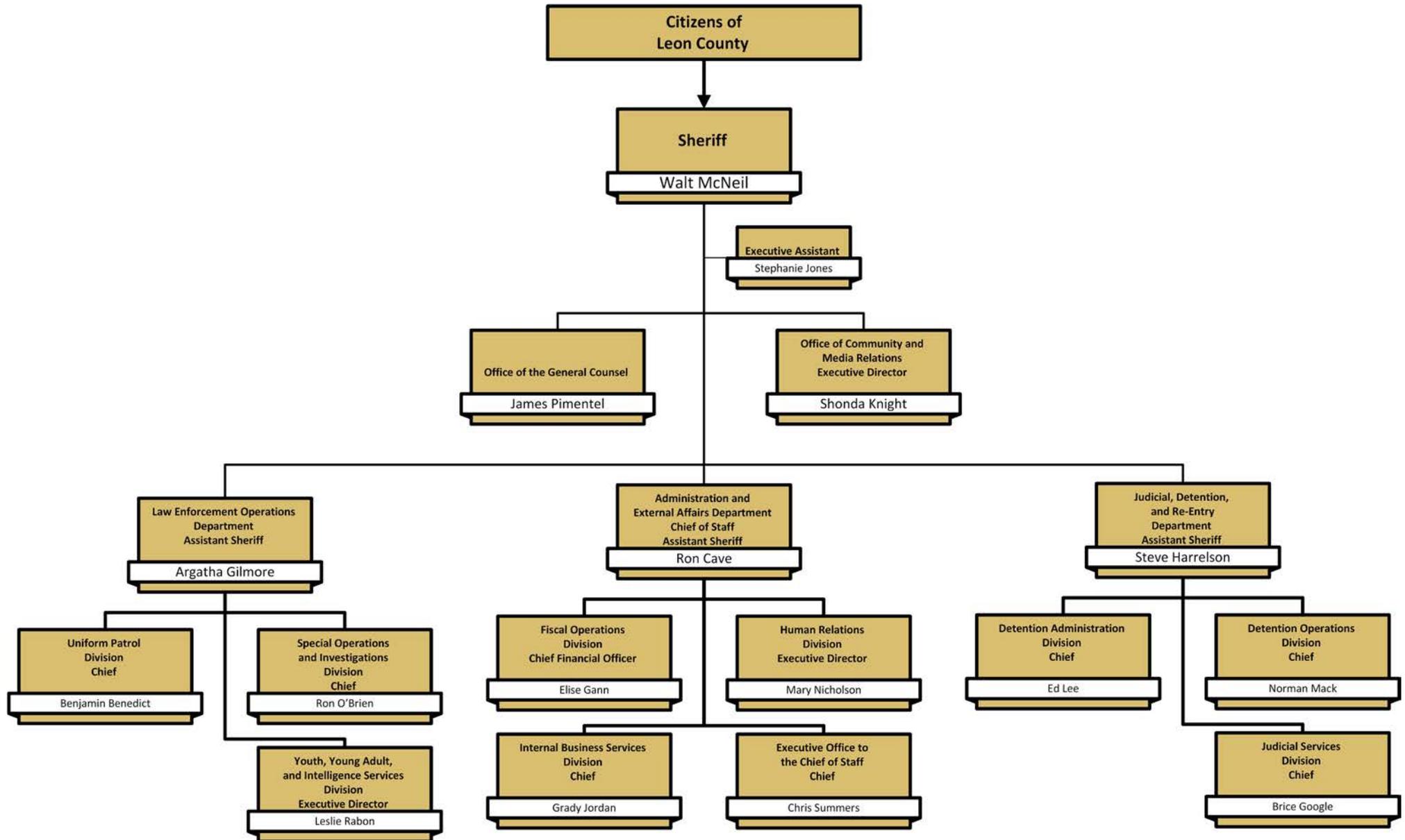
As a member of the executive staff, Jones maintains Sheriff McNeil's schedule and assists in planning appointments, agendas, board meetings, conferences, etc. She records minutes of official meetings for distribution. She oversees the reception and screening of phone calls and handles prioritizing all outgoing and incoming correspondence for Sheriff McNeil. Jones conducts research and prepares presentations and reports as assigned.

Prior to LCSO, Jones served as an Administrative Assistant with the Florida Department of Corrections from 2008-2016. She worked as an Executive Assistant for the Florida Department of Juvenile Justice from 2007-2008. Jones received certification in word processing and office management from Thomas Area Vo-Technical College. She has held positions as an Accounting Control Clerk, Administrative Aide, Executive Assistant, Personal Secretary and Staff Assistant with several state agencies and city government.



# EXECUTIVE COMMAND STAFF

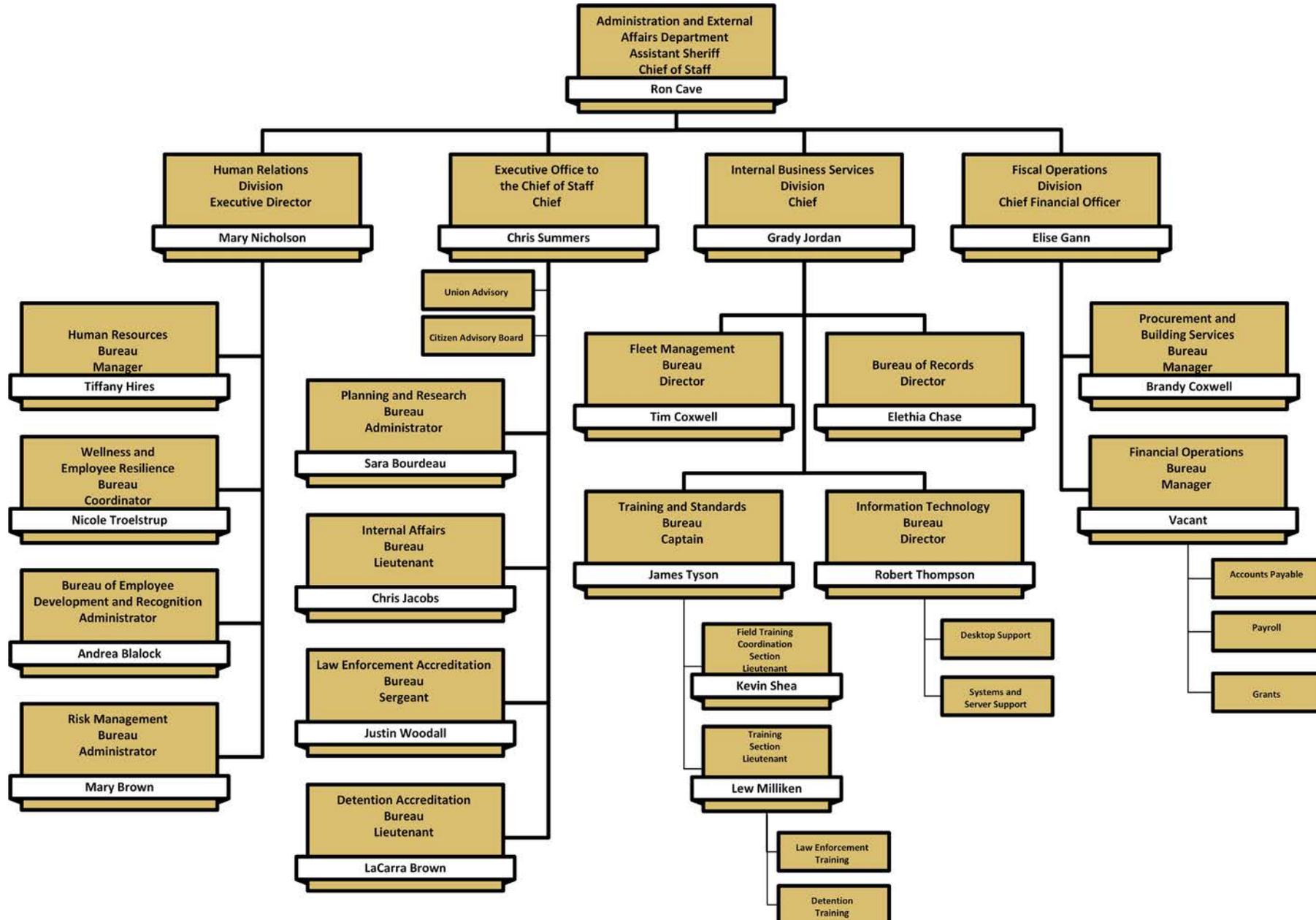
## ORGANIZATIONAL CHART



The chart illustrated on this page is reflective of the organization structure in 2022. A substantial agency reorganization went into effect on January 6, 2023.

# ADMINISTRATION AND EXTERNAL AFFAIRS

## ORGANIZATIONAL CHART

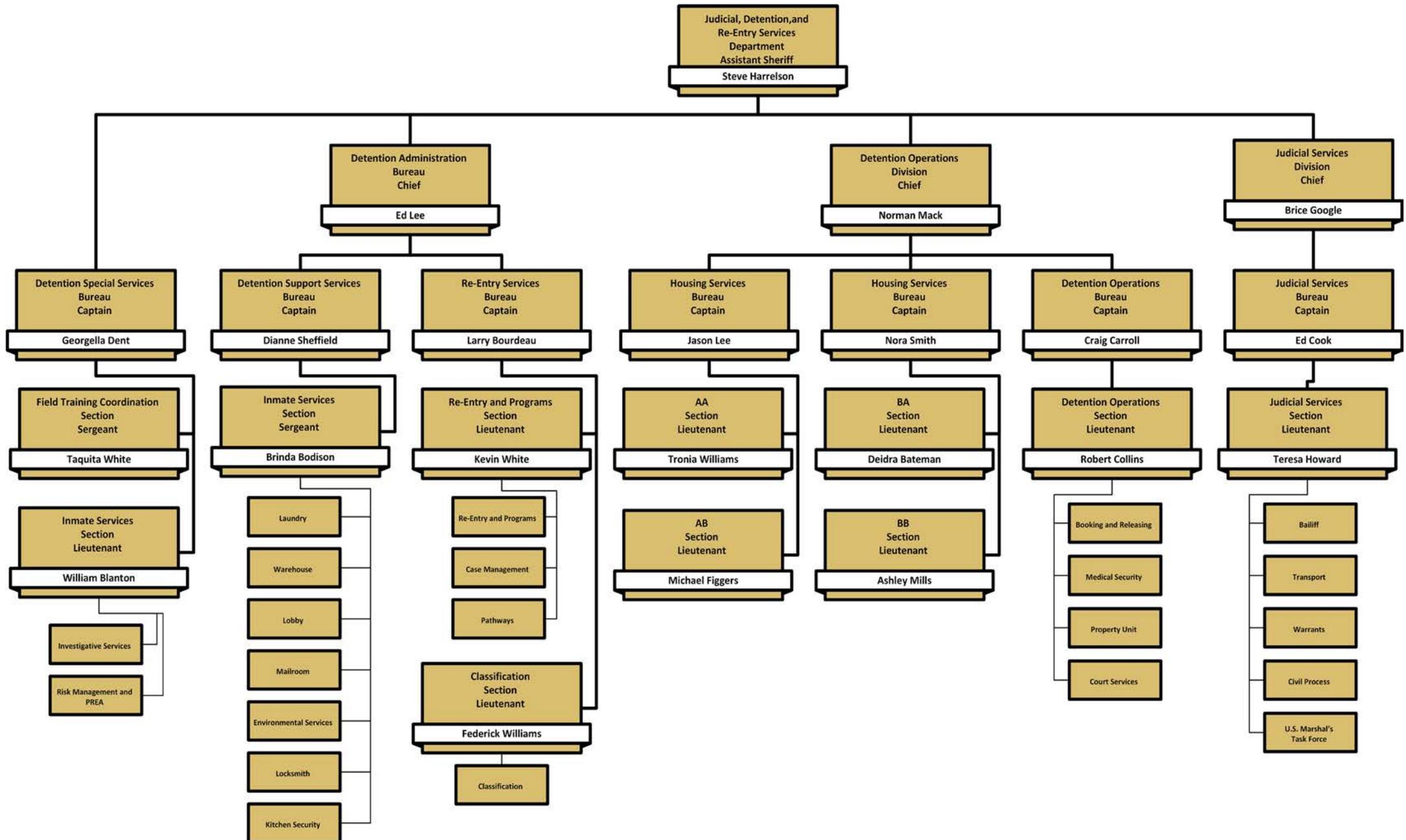


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# DETENTION, JUDICIAL AND REENTRY

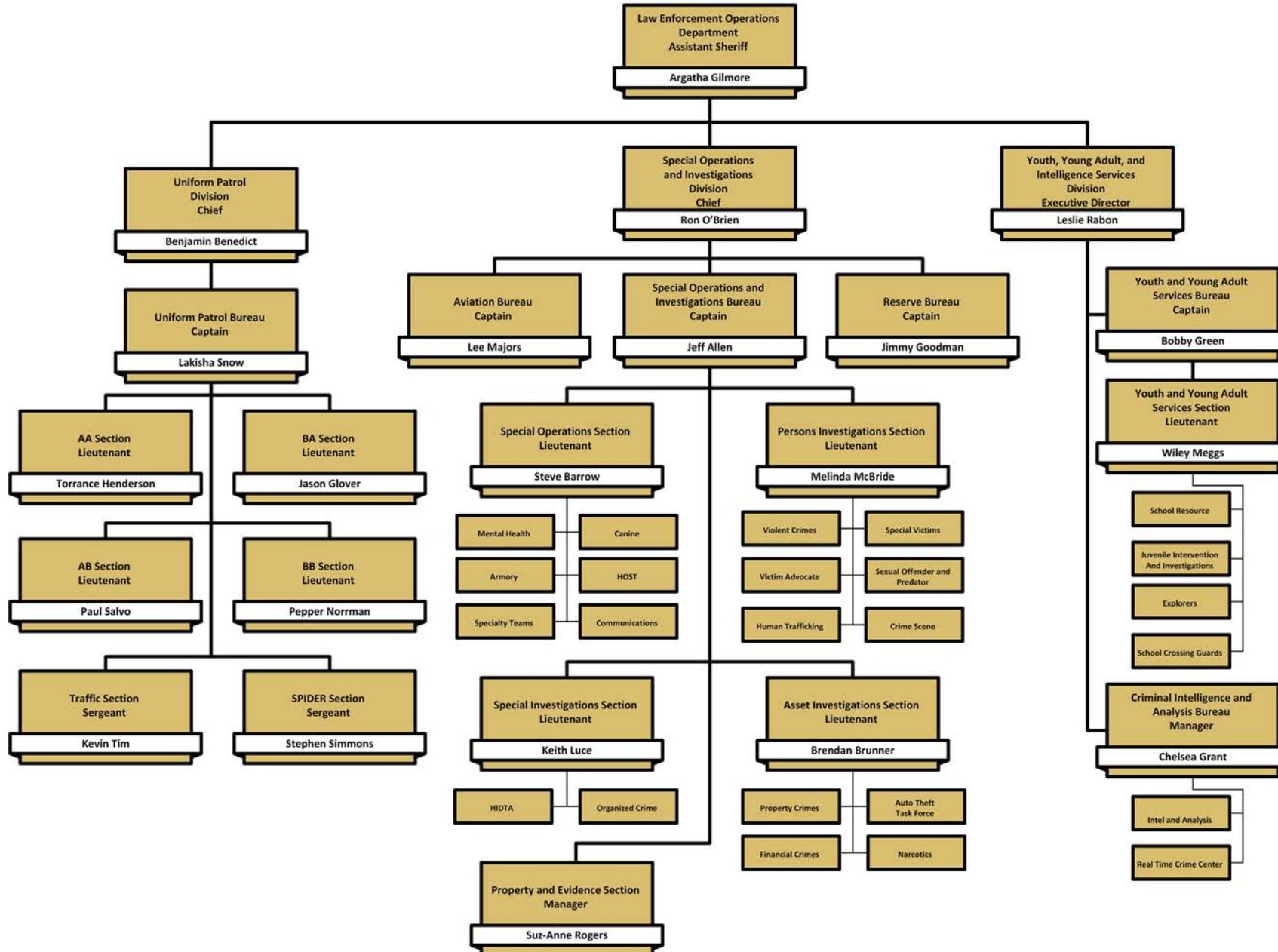
## ORGANIZATIONAL CHART



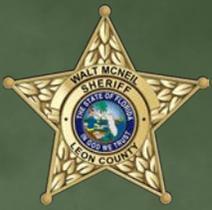
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# LAW ENFORCEMENT OPERATIONS

## ORGANIZATIONAL CHART



The chart illustrated on this page is reflective of the organization structure in 2022. A substantial agency reorganization went into effect on January 6, 2023.



# AGENCY AWARDS

## 2022 LCSO Annual Award Recipients

- Career Service Employee of the Year - Sara Bourdeau
- Community Policing Deputy of the Year - Shade McMillian
- Corrections Officer of the Year - Tamara Hairston
- Corrections Rookie of the Year - Callie Lawson
- Corrections Supervisor of the Year - Felicia Safford
- Detective of the Year - Bradley Reilly
- Investigations Supervisor of the Year - Jason Moninger
- Judicial Deputy of the Year - Andrew Lockett
- Judicial Supervisor of the Year - Suz-Anne Rogers
- Office of Professional Standards Employee of the Year - Kevin Shea
- Outstanding Service Award - Haughey McLean
- Patrol Deputy of the Year - Dustin Moore
- Patrol Supervisor of the Year - Anthony Geraldi
- Reserve Deputy of the Year - Chris Hall
- Law Enforcement Rookie of the Year - Keyera Wilcox
- School Resource Deputy of the Year - Ryan Dehner
- Special Teams Deputy of the Year - John Baas
- Support Civilian of the Year - Jennifer Heusdens
- Traffic Deputy of the Year - Jason Brooks
- Youth Services Supervisor of the Year - Melinda McBride
- Support Unit of the Year - Real-time Crime Center
- Unit of the Year - Classification



2022 LCSO Annual Awards honorees

Special Olympics Florida



On December 19, 2022 the Leon County Sheriff's Office was recognized by the Law Enforcement Torch Run for Special Olympics as one of Florida's third, Top Ten Fundraisers for the 2022 Torch Run Season.

**Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award**

LCSO Received this award for the 4th year in a row in 2022. This is a nationally recognized award and to receive it, the governmental unit must publish a budget document that meets program criteria as a policy document, as an operational guide, as a financial plan, and as a communication device.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Leon County Sheriff's Office  
Florida**

For the Fiscal Year Beginning

October 1, 2022

*Christopher P. Morill*

Executive Director



# EMPLOYEE AWARDS

## EMPLOYEE OF THE MONTH



Walter Griffin  
Detention Facility  
Employee of the Month  
for January 2022



Chet Wilson  
Law Enforcement  
Employee of the Month  
for February 2022



Chad Whatley  
Detention Facility  
Employee of the Month  
for April 2022



Philip Pepper  
Detention Facility  
Employee of the Month  
for May 2022



Melinda McBride  
Law Enforcement  
Employee of the Month  
for January 2022



Darren Miller  
Law Enforcement  
Employee of the Month  
for March 2022



Shea Campbell  
Law Enforcement  
Employee of the Month  
for April 2022



Gene Jagers  
Law Enforcement  
Employee of the Month  
for June 2022



Jimel Norwood  
Detention Facility  
Employee of the Month  
for February 2022



Taquita White  
Detention Facility  
Employee of the Month  
for March 2022



Tavarus Horne  
Law Enforcement  
Employee of the Month  
for May 2022



Heath Trice  
Detention Facility  
Employee of the Month  
for June 2022



Joseph Bateman  
Law Enforcement  
Employee of the Month  
for July 2022



Anthony Richardson  
Detention Facility  
Employee of the Month  
for August 2022



LaShaunda Davis  
Detention Facility  
Employee of the Month  
for October 2022



Matthew Sears  
Law Enforcement  
Employee of the Month  
for November 2022



Ahmad Richards  
Detention Facility  
Employee of the Month  
for July 2022



Kerri Fontenot  
Detention Facility  
Employee of the Month  
for September 2022



Nicholas Kelly  
Law Enforcement  
Employee of the Month  
for October 2022



Michael Feldman  
Law Enforcement  
Employee of the Month  
for December 2022



Robert Harrison  
Law Enforcement  
Employee of the Month  
for August 2022



Lee Harwood  
Law Enforcement  
Employee of the Month  
for September 2022



Chelle Humphrey  
Detention Facility  
Employee of the  
Month for November  
2022



JaQuan McCray  
Detention Facility  
Employee of the Month  
for December 2022



# EMPLOYEE AWARDS

## MEMBER RECOGNITION



On Thursday, May 19, 2022, Deputy Vislocky from the LCSO Aviation Task Force visited the USAF Special Operations School, located at Hurlburt Field, and gave a presentation at the Building Partner Aviation Capacity Seminar (BPACS). Deputy Vislocky was presented with an award of appreciation for providing the class.



Assistant Sheriff Argatha Gilmore was recognized for her years of service as the Commissioner of the Commission for Florida Law Enforcement Accreditation, Inc., from January 2019 to November 2021.



LCSO Detective Kyle Stockton receiving the Law Enforcement Official of the Year Award at the Big Bend Victim Assistance Coalition Luncheon on April 25, 2022.



Sergeant John Gamin and Deputy Hannah Parry were honored with the Larry Campbell Distinguished Career Service Award at Committee of 99's annual banquet on April 28, 2022.

# SERVING OUR COUNTRY

## VETERAN EMPLOYEE RECOGNITION



In addition to the hours served with the Leon County Sheriff's Office, our military service men and women also dedicated 2,130 hours in 2022 serving our country!

<b>7</b>	<b>42</b>	<b>2</b>	<b>7</b>	<b>19</b>	<b>11</b>
Air Force	Army	Coast Guard	Army National Guard	Marines	Navy

Thank you all for your dedication and service to this country!



# WORLD CLASS SERVICE

## COMPLIMENTS & KUDOS FROM CITIZENS AND EMPLOYEES

“COMPLIMENTS to Deputy Michael Gilley and FTO Eve Terry, who visited my home today regarding my son. They were very calm and understanding and spoke to my son, which I believe truly helped. My son has some mental health issues, including substance use, and they were able to speak to him very calmly. They also offered me support and some resources for the future. They were called out because my son broke into my bedroom while it was locked. Anyway, please let them know I truly appreciate their service.”

-Laura Underhill, Leon County Citizen

“EXCELLENT SERVICE to LCSO Deputies One of your deputies passed out Halloween candy on October 31, at 1830 on Sawley Lane and the whole street loved it. Class act. Posted on social media and people were wishing their office could do the same. It means a lot when you have calls stacked and everyone is busy and they still take the time to interact, smile, and create positive relationships with our youth. Excellent service.”

-Steve Collyer, Leon County Citizen

“SINCERE APPRECIATION to Chaplain Steven Davis for your participation in the Attorney General’s 2022 Victim’s Rights Week Ceremony. Your heartfelt and inspiring invocation certainly made the ceremony memorable. Thank you for being so supportive in recognizing our law enforcement officers and victim advocates.”

-Gary Howze, Director of Law Enforcement-Office of the Attorney General

“THANK YOU to Deputies Jared Kirk and Keyera Wilcox who provided off-duty escort for the GEAR UP Florida bicycle team on May 28 and helped ensure the safety of riders our riders. Also, THANKS to Rebeccah Garrett who provided outstanding service, arranging the escorts. Each of these people helped us in a way that reflects well on your office, and I appreciate it very much. Our community is very fortunate to have a Sheriff’s Office staffed with community minded professional who are willing to go an extra mile to help. Your leadership in this area sets a great example. Thanks, and please convey my thanks to your great people for their help.”

-On behalf of Ability Experience Inc. and Jeffrey Wahlen of Ausley & McMullen, Law Firm

“COMMENDATIONS to Assistant Sheriff Harrelson and his staff, specifically Captain Dent for their participation and encouragement to the students on last Friday during the Career Fair at Success Academy. Your staff was awesome! ”

-Necole White

“SPECIAL THANKS to you and your deputies for your service to our community. In particular we want to thank FTO II Mark McGowan. We personally have known Deputy McGowan as a youth when we were Youth Pastors in New Port Richey, Florida and then became reacquainted when he became a deputy here in Tallahassee, Fl. He would drive by our previous church location on Gaile Avenue, and it was such a comfort and reassuring knowing we were being looked after. We recently had Deputy McGowan come as a volunteer and do a Self-Defense class for us at our temporary location at Northside Community Center while we are building on Thomasville Rd. We loved it. Our ladies felt more equipped and prepared and also cautioned to be more aware of our surroundings. If there is ever anything we can do to minister to you, your families and those who serve alongside you, please don’t hesitate to let us know.”

-Grateful Citizens, Pastor Daniel & Tammy Huba

“COMMENDATIONS to the LCSO Color Guard and Rifle Salute Team for their professional and skills. They truly added to the meaning and impact to the Veterans of Foreign Wars Post 3308 ceremony.”

-Frank Roycraft, Vice Commander-VFW District Two

“THANKS & APPRECIATION to the LCSO Aviation Unit, under the command of Sergeant Rasmussen, who coordinated and performed the ceremonial Fly-Over. Sergeant Rasmussen was assisted by Lieutenant Barrow who was also instrument in other aspects of the Fraternal Order of Police Memorial services. Lt. Barrow quickly offered to assist in any way possible and not only coordinated a motors escort for survivors but facilitated housing for the Riderless Horse from the Lee County Sheriff’s Office. Both are extremely professional, a pleasure to work with and exemplary assets to your organization. I am confident each family was touched by the support they provided. Please pass long our heartfelt thanks and appreciation to both Sgt. Rasmussen and Lt. Barrow for not only attending, but also for allowing their participation at this years’ service.”

-Boris Millares for Noel Beary-Rauch, State Chaplin, FOP Memorial Foundation Committee



Sergeant Hays and Deputies Ford, Reese, and Rexroad receive Certificates of Appreciation from Redwire Security Company for their quick response to a panic alarm that resulted in an arrest.

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“ **COMMENDATIONS** to Sergeant Justin Woodall, Accreditation I just wanted to drop you a brief note and tell you about the excellent experience we had with Sgt. Justin Woodall. Our agency has worked for two years to get back our accreditation status after losing it in 2014. The agency was nervous and very anxious about the on-site assessment but from the start with the entry interview and through the whole process Justin was a professional. He represented CFA and your agency well. His confidence and knowledge of the accreditation process was readily apparent. His calm and pleasant demeanor put the employees at ease and allowed them to perform at their best during the assessment. I waited a few weeks to write this note to allow him to complete his report, which I have not seen but wanted to make these genuine comments regardless of the final report. If there is anything we can ever do to assist your agency, please do not hesitate to contact me. ”

-Robert Bage, Chief of Police -Fort Walton Beach

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“**THANK YOU**, Sheriff McNeil, I am an outreach worker at The Kearney Center, who have been working with your two HOST deputies for roughly a month. I just wanted to communicate to you how great that experience has been. I will be honest, when I was told that I would be tasked with introducing your deputies to homeless encampments that I had built a relationship with, I was not thrilled. I was very concerned that I might be introducing something counterproductive to my mission. My concerns were totally unfounded. Those two men have hit the ground running and have been a real pleasure to collaborate with. They have a gravitational effect that draws all efforts closer together. I regularly find myself out with them, the CoC and Ability first. That was not a common occurrence before they appeared on the scene. Additionally, when I now go to an encampment or parking lot to engage with folks without them (your deputies) I am constantly being asked “where are your deputies?” And it isn’t a fearful question, they genuinely want to see them. They have established a strong rapport with everyone they have engaged with, and they are trusted in the homeless community. That is not normal, and it’s a wonderful thing to witness. I want to thank you for being willing to try something new, and tell you that from where I stand, on the front lines every day, that they are doing wonderful, necessary work. It shows that my government is getting it and working hard to be a solution. They are constantly working to bring services together and get us all on the same sheet of music, and they do it in a way that is not directive, but rather collaborative. I hope that you are getting this message from many sources, because this is a program that is succeeding and should be made permanent and even reinforced. Thank you for the help. It was sorely needed, and it is very appreciated. ”

-Gabriel Trollinger, Outreach Specialist - CESC / The Kearney Center

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“**SPECIAL THANKS** to the Leon County Sheriff's Office for your kind and considerate service. I called today to ask for a welfare check and your Dispatch and Deputies were professional, thorough, caring, efficient and quick. You have one of the most difficult jobs out there and thanks for what you do every day. Please give everyone a ‘pat on the back’ and my heartfelt appreciation.”

-Doug Otto., Citizen

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# COMMUNITY ENGAGEMENT MEMBERSHIPS

WE BELIEVE IN COMMUNITY

- 100 Black Men Tallahassee
- 211 Big Bend
- 2nd Alarm Project
- Alpha Kappa Alpha Sorority, Incorporated
- Alpha Kappa Alpha Sorority, Incorporated member
- American Society of Evidenced Based Policing
- AMI Kids
- Amos P Godby High School
- Association of Certified Fraud Examiner, Tallahassee Chapter
- Association of Public Managers
- Be the Match Marrow Registry
- Beta Delta Sigma Chapter of Sigma Gamma Rho Sorority, Inc.
- Big Bend Big Brothers Big Sisters
- Big Bend Fraud Task Force
- Big Bend Homeless Coalition, Board Member
- Big Bend Law Enforcement Association
- Big Bend Pop Warner
- Big Bend Reentry Coalition
- Capital Tiger Bay Club
- Celebration Baptist Church
- Chiles High School Band Boosters
- Commission for Florida Law Enforcement Accreditation
- Cybersecurity and Infrastructure Security Agency (DHS)
- Domestic Violence Coordinating Council
- FBI National Academy Associates
- First Commerce Credit Union
- Florida Association of Police Attorneys
- Florida Association of Governmental Fleet Administrators
- Florida Association of Hostage Negotiations
- Florida Association of School Resource Officers
- Florida Association of School Resource Officers
- Florida Corrections Accreditation Commission
- Florida Crime & Intelligence Analyst Association
- Florida Crisis Response Team
- Florida Department of Law Enforcement
- Florida Deputy Sheriff's Association
- Florida Gang Investigators Association
- Florida Gang Investigators Association Board of Directors
- Florida Government Finance Officers Association
- Florida Intelligence Unit
- Florida Model Jail Standards Commission
- Florida Off Road Foundation
- Florida Police Accreditation Coalition
- Florida Public Relations Association
- Florida Sheriff's Association Commanders Academy Alumni Association
- Florida Sheriff's Association
- Florida Sheriffs Association Finance Committee
- Florida Sheriffs Association's Fleet Advisory Board
- Florida Sheriffs Research Institute
- Florida Sheriffs Youth Ranch
- Florida State Internship Program
- Florida State Seminole Boosters
- Florida State University Alumni Association
- Florida State University Varsity Club
- Florida SWAT Association (FSA)
- Forever Blue
- Friends of the Florida Panther Refuge
- Frontline Project
- Full Gospel Baptist Church Fellowship International
- Girl Scouts of America.
- Greater Mt. Pleasant M. B. Church
- Heartwood Hills Home Owners Association
- Honor Flight
- Immanuel Baptist Church
- International Academy of Public Safety
- International Association of Chiefs of Police
- International Association of Risk and Compliance Professionals (IARCP)
- Jeff Bear Foundation board member
- Kiwanis
- Knights of Columbus
- Krawl'n for the Fallen
- Lake Ellen Baptist Church
- Law Enforcement Torch Run Florida, Region 3 Director
- Law Enforcement Torch Run for Special Olympics
- Leadership Tallahassee
- Leon County Community Traffic Safety Team (CTST)
- Leon County Schools-Chiles High School Volunteer
- Leon County Sheriffs Retiree's Association

- Leon County Sickle Cell Foundation
- Loyal Order of Moose
- March of Dimes
- NAFA Fleet Administration
- National Alliance of Gang Investigators Associations
- National Command Staff College
- National Institute of Governmental Purchasing
- National Organization of Black Law Enforcement Executives (NOBLE)
- National Sheriffs Association
- National Tactical Officer Association (NTOA)
- National White Collar Crime Center NW3C
- Network of Entrepreneurs and Business Advocates
- National Association of Real Time Crime Centers
- North Florida Concerns of Police Survivors
- North Florida Fair Association
- Northside Rotary
- Oneblood
- PACE School for Girls-Leon
- Pack 10 Cub Scout
- Police Executive Research Forum
- Project Management Institute (PMI) Tallahassee Chapter
- Project Management Institute (PMI) International
- Refuge House
- Regional Domestic Security Task Force State Working Group - Data Sharing
- Salvation Army
- Scrum Alliance
- Society for Human Resources Management
- Society for Human Resources of Big Bend
- Society for Industrial & Organizational Psychologists
- South City Foundation Executive Board
- Southeastern Field Training Officer Association
- Special Olympics
- Special Olympics Florida
- St. Francis Wildlife Association
- St. Phillip AME Church
- State Law Enforcement Chief's Association
- Strong Women in Heels
- Tallahassee Chapter, Association of Certified Fraud Examiners
- Tallahassee Christian College and Training Center
- Tallahassee Civitan Club
- Tallahassee Community College
- Tallahassee Youth Orchestras
- United Partners for Human Services member
- Wakulla County Recreation Department
- Whole Child Leon
- Woodrun Baptist Church
- Zeta Phi Beta Sorority, Inc.



Chief Brice Google and Assistant Sheriff Ron Cave, graduating from Leadership Tallahassee Class 39 on May 5, 2022.



# STRATEGIC PLAN 2022-2024

## BUILDING TRUST & LEGITIMACY

### Mission

The mission of the Leon County Sheriff's Office is to safeguard the lives and property of the people we serve, to reduce the incidence and fear of crime, and to enhance public safety by working in partnership with our diverse community

### Vision

United in a spirit of teamwork, we are committed to being law enforcement's benchmark for excellence by providing World Class public safety and community services to the people of Leon County, while maintaining respect for individual rights and human dignity.

### Values

**Honesty & Integrity** The members of the Leon County Sheriff's Office will be truthful and trustworthy at all times, and in all places. Our commitment is to the highest level of standards as measured by the policing profession, the Law Enforcement Canon of Ethics, and standing up for one's belief.

**Accountability** Each member will be responsible for his or her actions, not only to our fellow members, but to the community we serve. The community is our customer and we will strive to meet their expectations for quality service.

**Teamwork** We are committed to the spirit of cooperation and will maintain our partnership with the community. We will never knowingly let a member of our team fail.

**Trust & Respect** Our actions serve to enhance the public's trust and respect for the Sheriff's Office. We will strive to safeguard that trust and pledge to protect the rights of all citizens we serve.

**Commitment to Excellence** We are dedicated to achieving the vision, mission, and goals of this Office. We will always strive to do our best and continuously improve to achieve our goals.

### 3 Year Targets

Three-year targets represent the results LCSO expects to achieve through the implementation of the strategic objectives.

### Strategic Goals

The Leon County Sheriff's Office Strategic Goals stem from the 21st Century Policing Pillars and encompass high-level areas of responsibility.

### Strategic Objectives

Strategic objectives are specific projects that align with the Leon County Sheriff's Office Strategic Goals. Successful implementation of these objectives will ensure LCSO continues to achieve their strategic goals.

### Strategic Goal

#### Building Trust & Legitimacy

Promote trust and ensure legitimacy through procedural justice, transparency, accountability, and honest recognition of past and present obstacles.



### 3 Year Targets

1. Increase public trust ratings by 15%.
2. Increase employee engagement in problem solving and process improvement efforts by 50%.
3. Increase the number of employment applications received from minorities by 25%.
4. Increase the number of Citizen Advisory Council Members by at least 6.

*STRATEGIC OBJECTIVES*

- 1.1 Maintain quarterly community events to proactively promote public trust and engagement through positive non-enforcement activities.
- 1.2 Conduct community outreach to understand general perceptions related to gun violence and homicides, and recommendations for how to address gun violence and homicides.
- 1.3 Increase participation of the Citizen Advisory Council. Continue policy review and Internal Affairs case review process while expanding their participation in other agency activities and initiatives.
- 1.4 Implement and facilitate Innovation Circles to investigate, analyze, and find innovative ways of solving problems, offer concrete recommendations on potential solutions that help improve strategy, leadership, culture, and capabilities.
- 1.5 Implement strategies for more frequent and consistent internal messaging through multiple mediums.
- 1.6 Enhance the internal affairs early warning program by continuing the development of early intervention plan behavior flags, analyzing baseline data, and documenting and communicating procedures for responding to early warnings.
- 1.7 Continue to expand cooperative relationships with external agencies/organizations.
- 1.8 Provide workforce diversity and inclusion training for all employees.
- 1.9 Establish a dedicated recruitment team. Expand outreach and participation at college and career events to include onsite and virtual events at historically black colleges and universities.
- 1.10 Ensure information about LCSO employment opportunities and recruitment is available at appropriate in-person events.
- 1.11 Attend Law Enforcement and Detention/Judicial check on meetings on a quarterly basis to share information about crime prevention and community outreach activities.
- 1.12 Highlight Leon County Detention Facility (LCDF) employees on social media and Leon County Today FOX segments.
- 1.13 Communicate LCSO employee training and educational accomplishments to the public.





# STRATEGIC PLAN 2022-2024

## POLICY & OVERSIGHT

### Strategic Goal

#### Policy and Oversight

Develop comprehensive and responsive policies on key topics while also implementing formal checks and balances.

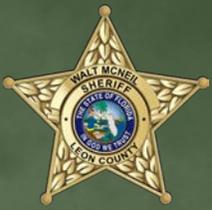


### 3 Year Targets

1. Attain national accreditation status awarded through the Commission on Accreditation for Law Enforcement Agencies (CALEA) and the American Correctional Association (ACA).
2. Reduce the average number of correctional officer vacancies by 50%.
3. Reduce the future occurrences of targeted sustained internal affairs violations by 15%.
4. Increase revenue from the grant applications by 30%.
5. Staff the Aviation Division to support 24-hour operations.

*STRATEGIC OBJECTIVES*

- |   |  |  |
|---|--|--|
| <p>2.1 Staff vacant positions in Detention Operations.</p> <p>2.2 Improve inmate property services.</p> <p>2.3 Build out additional office space at the aviation facility to accommodate current and future personnel.</p> <p>2.4 Develop an Aviation Division specific step plan / pay band plan to encompass compensation, certification, and time-in-service to support competitive hiring, and succession planning.</p> <p>2.5 Continue phased implementation of 24-hour staffing plan for the Aviation Division/Aviation Taskforce.</p> <p>2.6 Replace aging helicopter with new aircraft.</p> <p>2.7 Complete Property and Evidence building construction and relocate all property and evidence to new location.</p> <p>2.8 Fully implement Quick Entry for real property drops into Property and Evidence.</p> <p>2.9 Implement a Citizen Portal to allow victims to submit electronic / digital evidence.</p> <p>2.10 Acquire a storage facility for vehicle evidence (impound yard).</p> <p>2.11 Analyze sustained internal affairs cases for trends and implement a training plan to reduce future occurrences.</p> <p>2.12 Develop an Internal and External Accreditation Information and Education Plan.</p> | <p>2.13 Attain and maintain Commission on Accreditation for Law Enforcement Agencies (CALEA) national accreditation.</p> <p>2.14 Maintain Commission for Florida Law Enforcement Accreditation (CFA) state accreditation status.</p> <p>2.15 Maintain compliance with Florida Model Jail Standards and Florida Corrections Accreditation Commission (FCAC) state accreditation.</p> <p>2.16 Attain and maintain American Correctional Association (ACA) national accreditation.</p> <p>2.17 Execute Lexipol policy integration process.</p> <p>2.18 Expand and enhance LCSO Research and Planning capability.</p> <p>2.19 Implement a framework for organizational project management and project governance.</p> <p>2.20 Assess employee performance evaluation process and software platform to determine necessary modifications and enhancements.</p> <p>2.21 Evaluate the effectiveness of the abbreviated in-house and Field Training and Evaluation Program (FTEP) restructuring implemented in 2021.</p> <p>2.22 Create and evaluate Standard Operating Procedures (SOP) for the Field Training and Evaluation Program (FTEP) and Field Training Officers (FTOs).</p> <p>2.23 Implementation of GovQA software platform for management of public records requests.</p> | <p>2.24 Conduct a feasibility study to determine if records decentralization would create efficiencies.</p> <p>2.25 Improve customer service/satisfaction of Fleet services.</p> <p>2.26 Increase revenues from investments.</p> <p>2.27 Increase efficiencies in processing accounts receivable.</p> <p>2.28 Increase efficiencies in processing accounts payable.</p> <p>2.29 Modernize internal purchasing processes.</p> <p>2.30 Refine the LCSO budget process.</p> <p>2.31 Increase revenue received from awarded grants.</p> <p>2.32 Assess and optimize processes throughout the employee lifecycle (recruitment and selection, onboarding, development, retention, transfer/promotion, and separation).</p> <p>2.33 Collaborate with local colleges and universities to promote employment opportunities at LCSO.</p> <p>2.34 Produce a recruitment video to highlight employment opportunities at the Detention Facility.</p> <p>2.35 Designate a core set of agency measures as key performance indicators (KPIs) and establish a consolidated Agency Scorecard for monitoring.</p> |
|---|--|--|



# STRATEGIC PLAN 2022-2024

## TECHNOLOGY & SOCIAL MEDIA

### Strategic Goal

#### Technology and Social Media

Balance the embrace of technology and digital communications with local needs, privacy, assessments, and monitoring.



### 3 Year Targets

1. Increase the number of digital newsletter subscribers by 30%.
2. Increase the number of LCSO connect mobile application downloads by 15% on all platforms.
3. Increase the number of reports submitted via the Citizen Online Crime Reporting System by 15%.
4. Upgrade existing Detention Facility cameras and increase usage by 10%.

*STRATEGIC OBJECTIVES*

- 3.1 Create and launch an electronic newsletter for the community.
- 3.2 Increase utilization of the LCSO Connect mobile application.
- 3.3 Increase awareness of Citizen Online Crime Reporting available through the LCSO website and the LCSO Connect mobile application.
- 3.4 Increase utilization of Citizen Online Crime Reporting.
- 3.5 Replace aviation maintenance tracking software with a cloud-based system.
- 3.6 Implement an automated onboarding and offboarding process and integrations between LCSO human resources information system and human resources software platforms.
- 3.7 Transition all end-of-life servers to supported operating systems through migrations and retirements.
- 3.8 Re-develop and re-host the LCSO public web site on a more robust, supportable, and sustainable platform through a cloud-based SaaS provider to mitigate risks associated with on-premise hosting.
- 3.9 Re-develop internal web site (intranet) on a more robust, supportable, and sustainable platform for an improved visual experience and ease of use.
- 3.10 Implement Single Sign-On (SSO) and Adaptive Multi-Factor Authentication (MFA) for more secure and streamlined access to applications and resources by employees, and for a more thorough and efficient account management process.
- 3.11 Increase annual security awareness training from once per year, to twice per year to maintain employee awareness to the criticality of IT security best practices.
- 3.12 Implement additional software platforms for improved agency communication and collaboration.
- 3.13 Add additional print and video resources for common staff “How To” needs (IT) to speed issue resolution for staff and reduce routine support tickets.
- 3.14 Implement COVID-19 mitigation technology in the Detention Operations Medical Unit.
- 3.15 Continue phased implementation of Leon County Detention Facility Camera Enhancement Project.





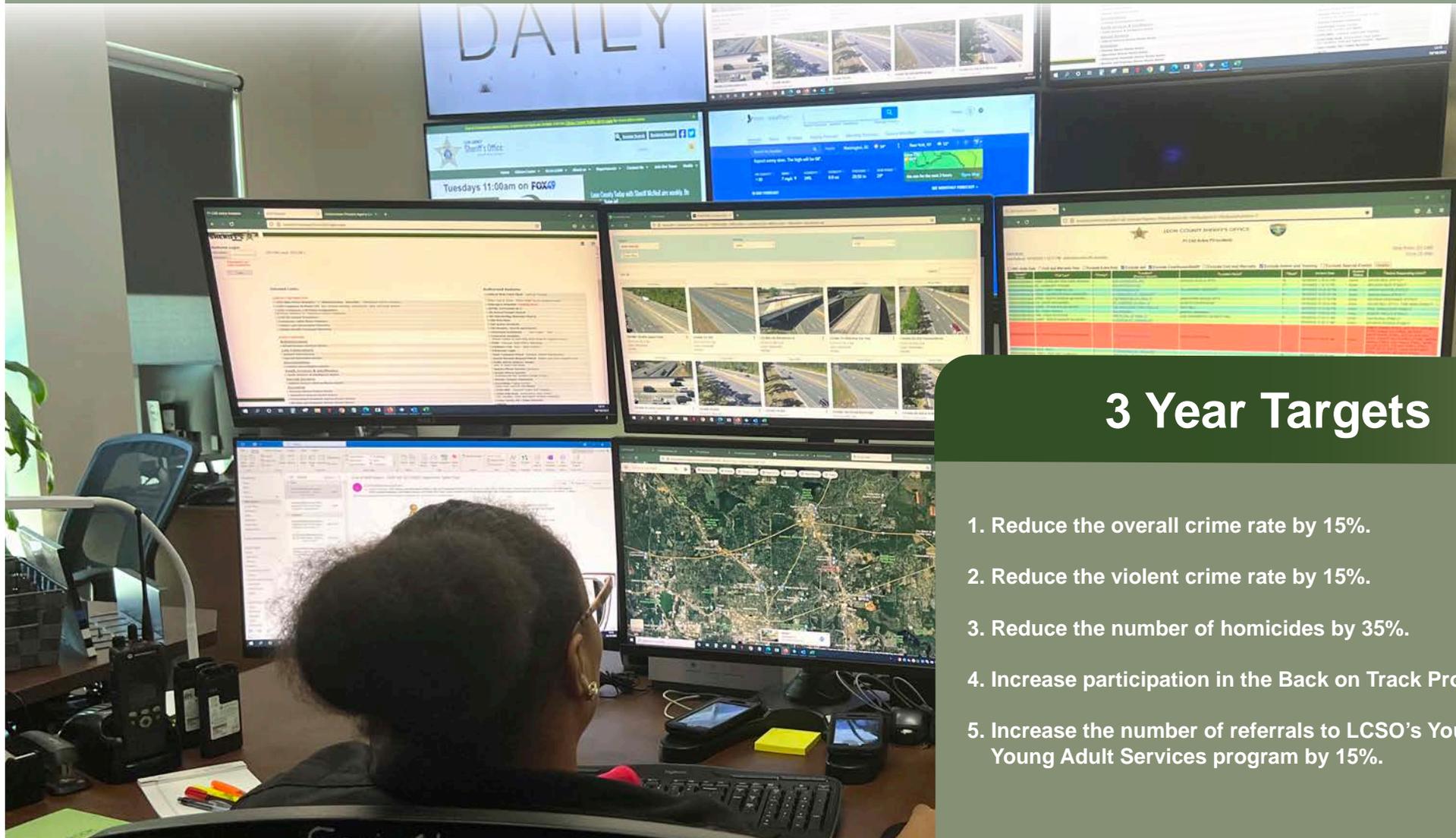
# STRATEGIC PLAN 2022-2024

## COMMUNITY POLICING & CRIME REDUCTION

### Strategic Goal

#### Community Policing and Crime Reduction

Encourage the implementation of policies that support community-based partnerships in the reduction of crime. Enforce the law with the people.



### 3 Year Targets

1. Reduce the overall crime rate by 15%.
2. Reduce the violent crime rate by 15%.
3. Reduce the number of homicides by 35%.
4. Increase participation in the Back on Track Program by 15%.
5. Increase the number of referrals to LCSO's Youth and Young Adult Services program by 15%.

*STRATEGIC OBJECTIVES*

- 4.1 Work with law enforcement and community partners to reduce the overall crime rate through the use of data-driven decision making, strategic enforcement priorities, the leveraging of technology and social media, and ongoing analysis and adjustment of efforts.
- 4.2 Develop strategies to become more data-driven in addressing crime.
- 4.3 Enhance capabilities to address violent crime, robberies and gang violence.
- 4.4 Conduct an assessment to determine if Special Operations and Investigations units are adequately staffed and resources/positions are assigned based on current workload and performance measures.
- 4.5 Implement specialized units for mental health, homeless outreach, and human trafficking.
- 4.6 Analyze internal processes in Special Operations and Investigations Units to determine efficiency and effectiveness.
- 4.7 Develop a Mental Health Team Member within the Department of Youth & Young Adult Services to assist primarily in schools.
- 4.8 Increase participation in Department of Youth & Young Adult Services Programs.
- 4.9 Increase youth and young adult diversion efforts.
- 4.10 Complete the buildout of the Capital Region Real Time Crime Center (RTCC).
- 4.11 Increase intelligence and analysis driven approaches to investigations and operational planning.
- 4.12 Increase the number of certifications held by Crime Prevention Specialists.
- 4.13 Develop and deploy the Juvenile Justice Jeopardy game as a tool to help youth navigate interactions with peers and police and understand the legal consequences of their actions.
- 4.14 Expand current Neighborhood Crime Watch (NCW) programs and increase participation.
- 4.15 Establish and facilitate the Council on the Status of Men and Boys.





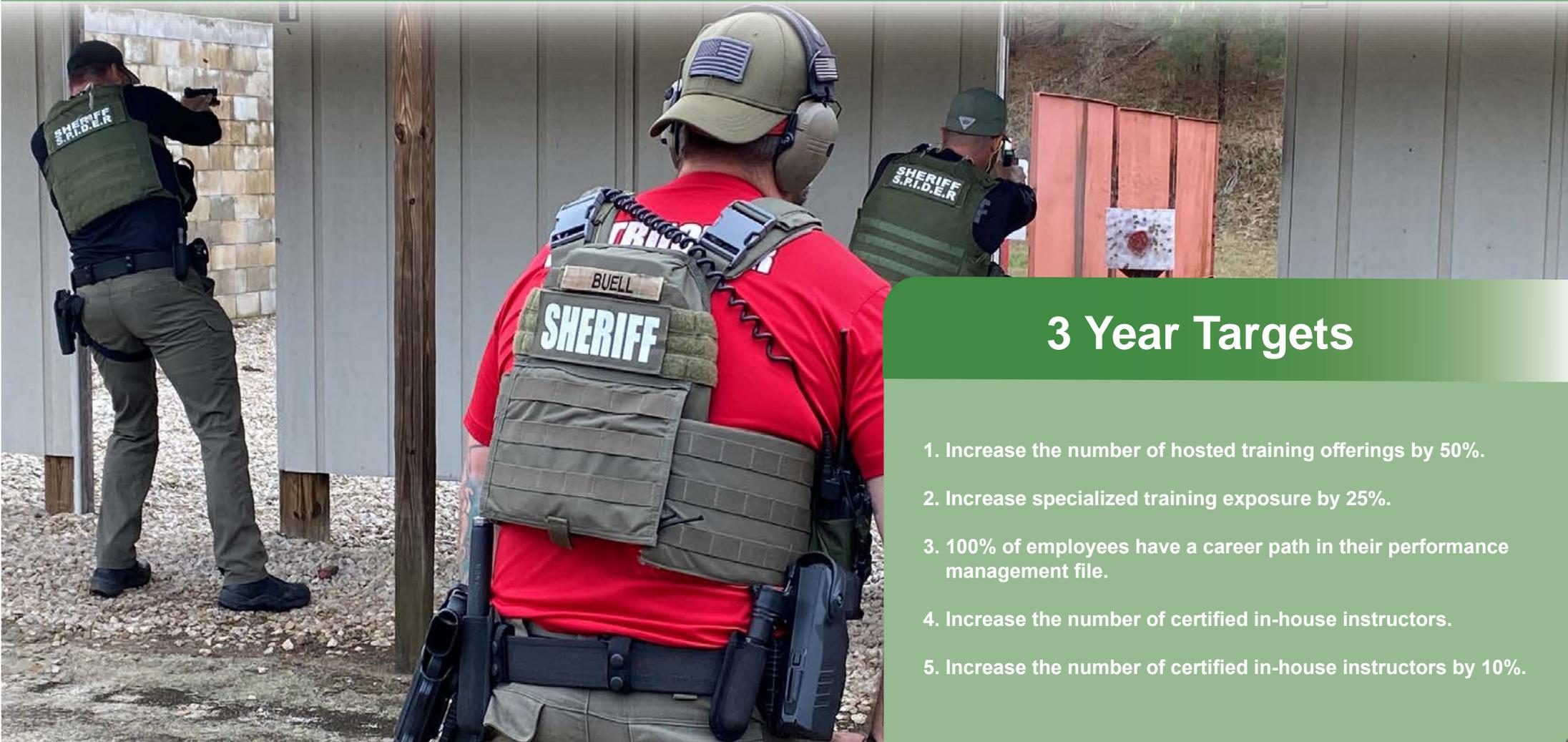
# STRATEGIC PLAN 2022-2024

## TRAINING & EDUCATION

### Strategic Goal

#### Training and Education

Emphasize the importance of high quality and effective training and education and engage community members in the training process.



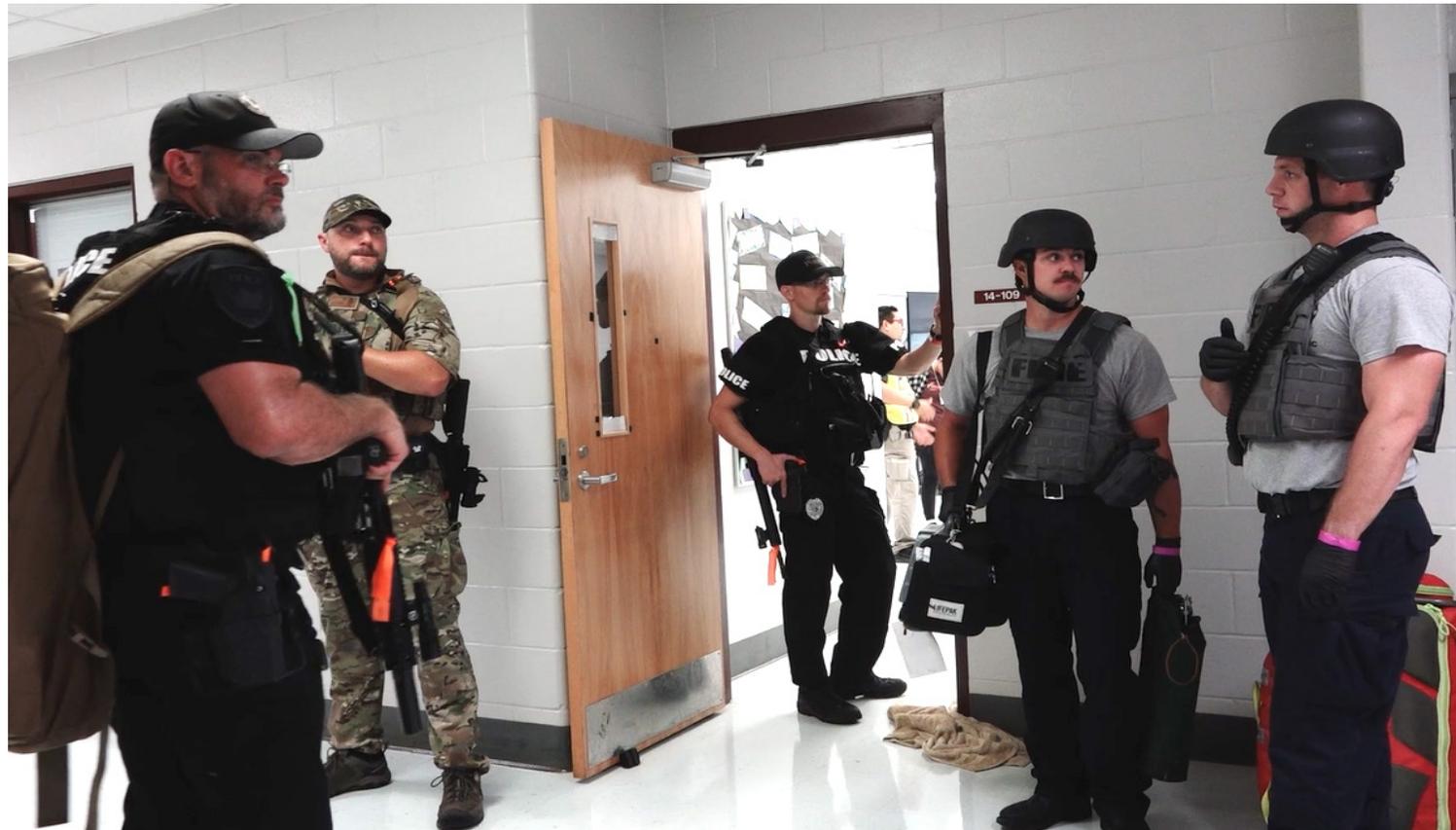
### 3 Year Targets

1. Increase the number of hosted training offerings by 50%.
2. Increase specialized training exposure by 25%.
3. 100% of employees have a career path in their performance management file.
4. Increase the number of certified in-house instructors.
5. Increase the number of certified in-house instructors by 10%.

*STRATEGIC OBJECTIVES*

- 5.1 Document career paths (roadmaps) to illustrate progression for law enforcement, corrections, and civilian positions and ensure appropriate training and development programs are available to assist members in meeting their professional goals.
- 5.2 Establish LCSO Leadership Institute.
- 5.3 Implement and maintain online training platforms to provide members with independent personal development training opportunities.
- 5.4 Enhance School Resource Deputy (SRD) Training Program.
- 5.5 Conduct Active Assailant/Reunification training.
- 5.6 Increase the number and utilization of certified instructors, within all disciplines, to offer additional specialized/advanced classes in house.
- 5.7 Develop and implement Detention Transport and Hospital Security Training.
- 5.8 Provide new or modified standard of care for Tactical Emergency Casualty Care (TECC).
- 5.9 Update Defensive Tactics “control” techniques utilized for response to resistance incidents.
- 5.10 Increase desire of deputies to become Field Training Officers.

- 5.11 Increase the number of Field Training Officers (FTOs).
- 5.12 Develop a training plan for dual certified staff.
- 5.13 Provide additional training opportunities for Inmate Programs Unit.





# STRATEGIC PLAN 2022-2024

## OFFICER SAFETY & WELLNESS

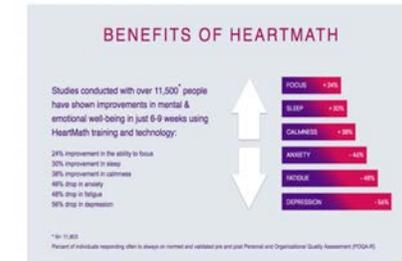
### Strategic Goal

#### Officer Safety and Wellness

Endorse practices that support officer wellness and safety in the areas of physical, mental, and emotional health; mitigate and reduce employee injuries, vehicular accidents, and suicide; and foster partnerships with social service and other organizations that can support solutions.



### HeartMath is now available to LCSO employees



Learn how to minimize stress in just minutes a day!  
**Contact Maria Folsom for more information!**



## 3 Year Targets

1. Develop and implement a Critical Incident Response Team (CIRT).
2. Provide three (3) new behavioral health resources or providers for member use.
3. Reduce the number of workers compensation claims by 15%.
4. Reduce the number of at fault on duty traffic crashes by 15%.
5. Host two annual wellness fairs for members and their families.



*STRATEGIC OBJECTIVES*

- 6.1 Sustain a wellness program that aims to reduce the impact of job-related trauma and improve the overall quality of life for members of LCSO.
- 6.2 Establish a Family Integration and Support Program to provide support to and facilitate the connection between employee's family members and the LCSO.
- 6.3 Enhance Behavioral Health Education and Training and Resources.
- 6.4 Enhance Physical Wellness Resources.
- 6.5 Develop a Critical Incident Response Team (CIRT).
- 6.6 Enhance Risk Management Program.
- 6.7 Provide an enhanced outdoor break area for Detention staff (Oasis Project).
- 6.8 Provide information to the public on safe ways to interact with law enforcement.





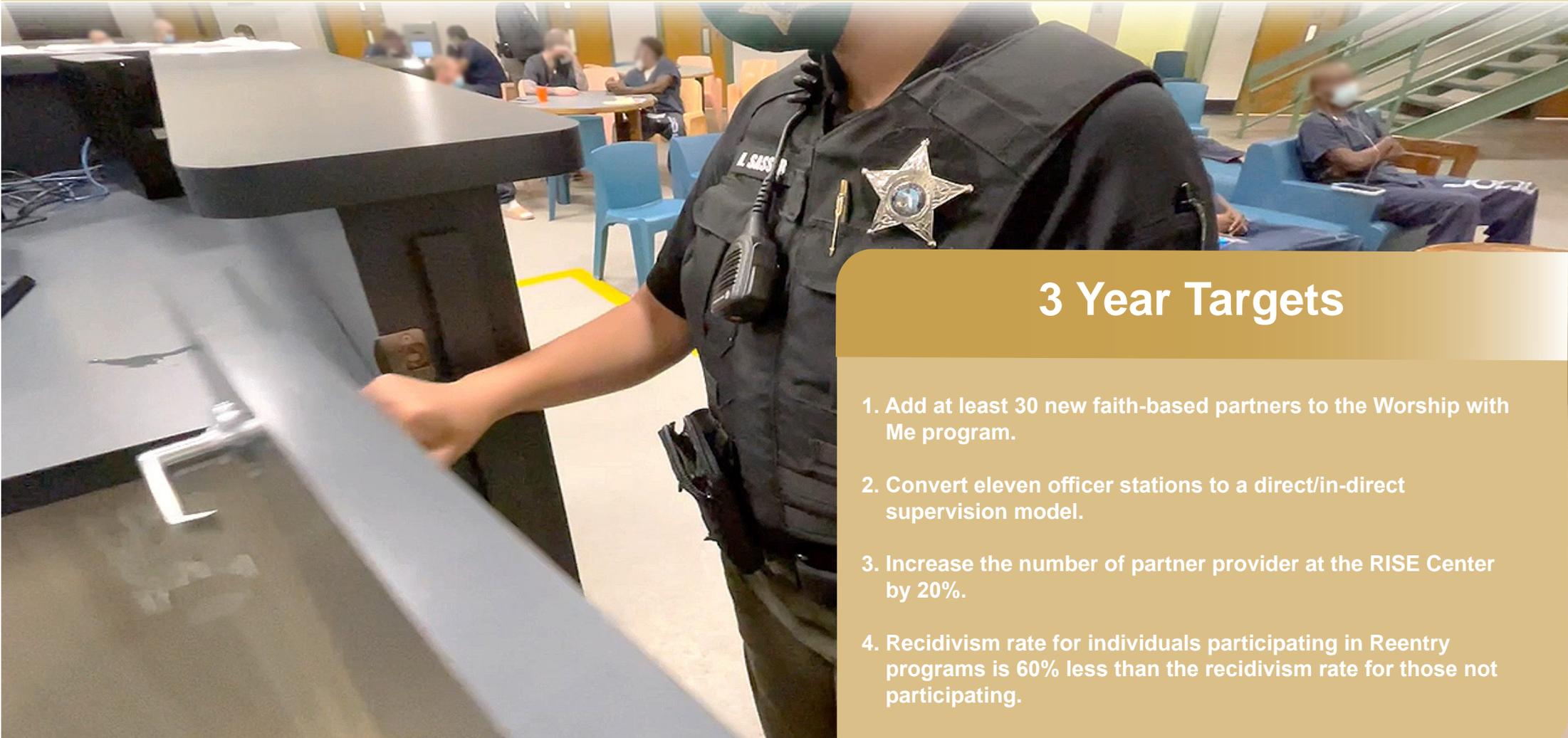
# STRATEGIC PLAN 2022-2024

## DETENTION SERVICES

### Strategic Goal

#### Improve Detention Services

Provide a safe environment for both inmates and correctional staff. Provide physical, mental, emotional, spiritual, educational and recreational, support for inmates while incarcerated to prepare them for successful reentry transition upon their release.



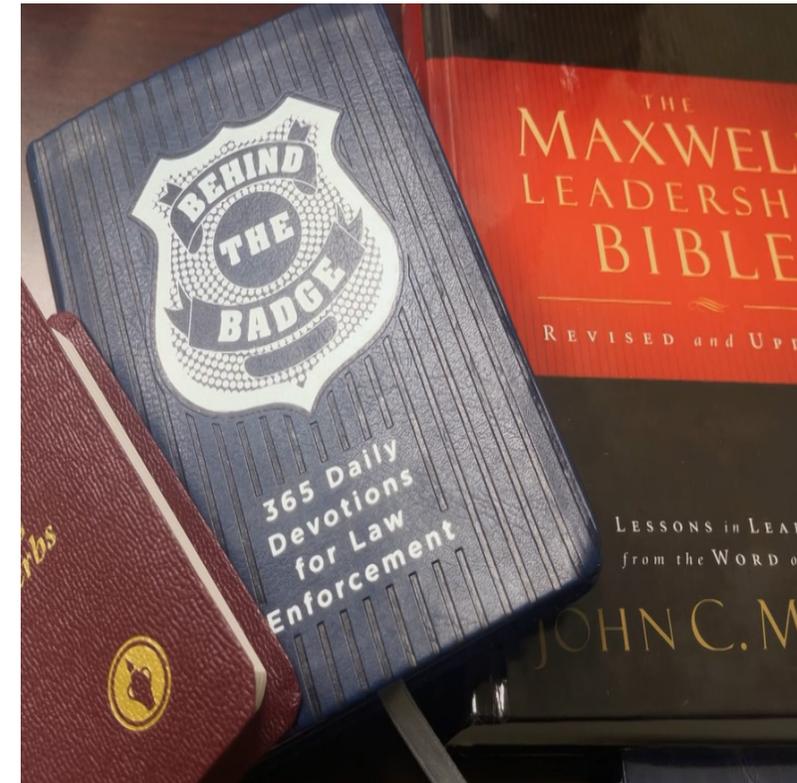
### 3 Year Targets

1. Add at least 30 new faith-based partners to the Worship with Me program.
2. Convert eleven officer stations to a direct/in-direct supervision model.
3. Increase the number of partner provider at the RISE Center by 20%.
4. Recidivism rate for individuals participating in Reentry programs is 60% less than the recidivism rate for those not participating.

*STRATEGIC OBJECTIVES*

- 7.1 Develop safer Correctional Officer pod stations in the eleven identified pods.
- 7.2 Identify alternate strategies to relieve intake congestion in the Detention Booking area due to lack of available or appropriate inmate housing.
- 7.3 Provide enhanced mental health services for inmates.
- 7.4 Staff and Train a Detention Cell Extraction Response Team (CERT).
- 7.5 Expand and enhance Detention chaplaincy services.
- 7.6 Fully implement the Pathways Program.
- 7.7 Establish an alternate location for the Pathways Program staff and inmate Work Camp processing.
- 7.8 Transition the Re-entry, Innovative Services and Empowerment (RISE) Center to an alternate location to provide additional space.
- 7.9 Expand inmate program offerings.
- 7.10 Communicate success stories and accomplishments of programs serving current or formerly incarcerated individuals.

- 7.11 Ensure eligible inmates continue to have access to voting and are able to register to vote while incarcerated.





# ACCOMPLISHMENTS

## Administration and External Affairs

### STRATEGIC OBJECTIVES

#### GOAL 1: Building Trust and Legitimacy

- 1.3 Increase participation of the Citizen Advisory Council. Continue policy review and Internal Affairs case review process while expanding their participation in other agency activities and initiatives.
- 1.4 Implement and facilitate Innovation Circles to investigate, analyze, and find innovative ways of solving problems, offer concrete recommendations on potential solutions that help improve strategy, leadership, culture, and capabilities.
- 1.5 Implement strategies for more frequent and consistent internal messaging through multiple mediums.
- 1.6 Enhance the internal affairs early warning program by continuing the development of early intervention plan behavior flags, analyzing baseline data, and documenting and communicating procedures for responding to early warnings.

#### GOAL 2: Policy and Oversight

- 2.11 Analyze sustained internal affairs cases for trends and implement a training plan to reduce future occurrences.
- 2.12 Develop an Internal and External Accreditation Information and Education Plan.
- 2.13 Attain and maintain Commission on Accreditation for Law Enforcement Agencies (CALEA) national accreditation.
- 2.14 Maintain Commission for Florida Law Enforcement Accreditation (CFA) state accreditation status.
- 2.15 Maintain compliance with Florida Model Jail Standards and Florida Corrections Accreditation Commission (FCAC) state accreditation.
- 2.16 Attain and maintain American Correctional Association (ACA) national accreditation.
- 2.17 Execute Lexipol policy integration process.
- 2.18 Expand and enhance LCSO Research and Planning capability.
- 2.19 Implement a framework for organizational project management and project governance.
- 2.35 Designate a core set of agency measures as key performance indicators (KPIs) and establish a consolidated Agency Scorecard for monitoring.



The Department of Administration and External Affairs is comprised of an Executive Officer (Accreditation, Citizen Advisory Council, Internal Affairs, Research & Planning) Finance (Budget, Procurement, Payroll, Grants, Facility Services), Human Relations (Employee Development and Recognition, Human Resources, Risk Management, Wellness & Employee Resiliency), and Internal Business Services (Fleet Management, Information Technology, Records, Training & Standards). Each of these integral teams work behind-the-scenes in positions that allow LCSO sworn law enforcement and certified detention members to better combat criminal activity and safely detain those incarcerated.

In 2022, various internal and external hardening projects were completed to enhance the safety of LCSO members. Concrete slabs and planter barricades were installed in front of the Administration building and in areas near the fuel pumps, to provide additional protections to these areas from potential vehicle threats. Inside the Administration building, the reception desk was shifted to allow for a direct line of sight to the main door. Bullet-resistant doors and material were installed in walls, and bullet-resistant laminated glass was installed where members are assigned to work.

In front of the Administration building, the Eternal Flame Memorial was erected in honor of our brave heroes who have given their lives in the line of duty. Additionally, the new LCSO Memorabilia Museum was placed adjacent to the lobby and displays the rich history of the Leon County Sheriff's Office.

## Executive Officer to the Chief of Staff

### *Did You Know?*

On August 24, 2022 LCSO hosted a grand re-opening of the Administration office which unveiled LCSO's Memorabilia Museum.



The Executive Officer to the Chief of Staff supports the Citizen Advisory Council and oversees the Bureaus of Accreditation, Internal Affairs, and Research and Planning.

- A weekly Chiefs / Executive Directors meeting was established to increase collaboration and improve communications. (Objective 1.5)
- Electronic messaging boards were installed in the Administration building near the elevators. The messaging boards provide updates on wellness, safety, upcoming events, and more. (Objective 1.5)

### **Citizen Advisory Council**

In the wake of national events that focused on law enforcement organizational practices and the relationships they shared with the community, Sheriff Walt McNeil decided to further refine and redirect the role of a citizen advisory council he initiated shortly after becoming Sheriff in 2017.



Citizens Advisory Council Meeting (2017)

Sheriff McNeil established what continues to be known as the Leon County Sheriff's Citizen Advisory

Council (CAC), which is responsible for reviewing investigations completed by the Internal Affairs (IA) Bureau. The CAC is led by a council chair appointed by the Sheriff and supported by the LCSO IA Commander and Executive Officer to the Chief of Staff. The CAC is comprised of a diverse group of Leon County residents insofar as both community demographics and skill sets. Thirteen new members were added to the citizen advisory committee in 2022. (Objective 1.3)

Each month, LCSO Records Bureau members redact law enforcement sensitive information and upload completed Internal Affairs investigative case files into an electronic folder accessible to CAC members. The CAC members convene monthly to review and discuss the case files. During 2022, CAC members reviewed more than 95 completed internal affairs investigations. (Objective 1.3)

Council members are encouraged to ask questions about the investigations. During a typical CAC meeting, LCSO members will address LCSO policies and procedures that provide the foundation for the corresponding IA investigation. The Sheriff has challenged the CAC to look beyond established policy, procedure, and practice to ultimately promote best practices. LCSO considers any feedback received from council members during such meetings.

Given the Sheriff's current charge to the CAC, all members have unique opportunities to share their views and to make a meaningful difference. Among a range of issues explored prompted by the Sheriff encouraging CAC members to be proactive,



# ACCOMPLISHMENTS

## Administration and External Affairs

the council requested additional information and corresponding highlight briefings on inmate health care, deputy and correctional officer wellness, eligible inmate access to voting during local, state, and federal elections, LCSO Human Relations services, use of cameras within the detention facility including body cameras as well as complementary technology within the Department of Detention, and other routine application of body cameras and protocols outside of the detention facility, and LCSO Youth Service Programs. To ensure that CAC members maintain a pulse of immediate LCSO priorities, the council receives a monthly highlight briefing from the LCSO Community and Media Relations Unit regarding current topics and other LCSO initiatives.

Sheriff McNeil’s vision for the council is relatively simple, to challenge the status quo and ultimately ensure that LCSO policies, procedures, and practices are transparent and informed by community sensibilities and best practices. Toward this end, the Sheriff’s CAC plays an increasingly instrumental role.

### Detention and Law Enforcement Accreditation

The LCSO is committed to meeting and exceeding the standards of modern, professional, correctional and law enforcement service delivery. Law enforcement and correctional organizations within the State of Florida and nationally, voluntarily participate in an accreditation process. The state accreditation processes typically require organizations to meet more than 200 specific

standards, while the national accreditation requires compliance with more than 460 standards. This is achieved through a policy review process and personal visits to the organization by outside assessors sent by the accrediting organizations.

The LCSO has participated in and earned accredited status within the State of Florida for many years. The Commission for Florida Law Enforcement Accreditation (CFA) has recognized LCSO as an accredited organization beginning in 1997 and awarded LCSO with an “Excelsior” level accreditation designation in 2012. CFA accreditation requires law enforcement agencies to adhere to 235 standards.

The Leon County Detention Facility (LCDF) has maintained state-accredited status through the Florida Corrections Accreditation Commission (FCAC) since 2000. Since 2018, LCSO detention accreditation has earned the “Excelsior” level designation. Corrections accreditation must adhere to 261 standards. LCSO continues to meet the requirements of the Florida Model Jail Standards (FMJS) program.

Both law enforcement and corrections accreditation cycles are three years in length. The Florida Model Jail standards process involves two inspections annually: one announced and one unannounced. In 2022, the FMJS assessment was completed and passed with one serious violation noted. The problem was corrected while the team was on site. (Objective 2.15)

Looking forward, Sheriff McNeil has charged his accreditation members and Sheriff’s office members with seeking and achieving nationally accredited designations for law enforcement and detention through the Commission for Law Enforcement Accreditation (CALEA) and the American Corrections Association (ACA). LCSO’s goal is to receive the accreditation designations within 2023 and 2024, respectively.

### Internal Affairs

The Internal Affairs (IA) Bureau is responsible for the receipt, review, assignment, and investigations of complaints alleged against LCSO members, whether sworn law enforcement, sworn corrections, or civilian members.

In 2022, Internal Affairs investigated 89 formal complaints involving organizational members. These complaints originated from external and internal sources. They ranged from less serious issues involving attentiveness to job duties and respect towards others to more serious violations involving the misuse of authority or excessive force. Thirty-six of the 89 complaints were substantiated upon investigation by Internal Affairs. Fourteen of the 89 complaints involved an allegation of excessive force not resulting in injury, of which two were substantiated with members receiving appropriate discipline.

Internal Affairs members are actively engaged with training and employee development members to look at innovative ways to improve members’

performance and reduce sustained complaints. An Early Intervention Program training course was developed to train members on the connections between wellness and internal affairs investigations. The course was delivered to 52 supervisors. (Objective 1.6 and 2.11)

Internal affairs cases were monitored for early intervention opportunities. In 2022, two candidates were identified for follow-up through this process, and interventions were initiated.

### Research and Planning

The Research and Planning Bureau coordinates strategic and long-range planning and projects. Duties of the Bureau include:

- Employing data analysis, evaluation, and research to enhance situational awareness, identify and diagnose problems, and produce evidence about what works most effectively.
- Managing special projects, coordinating studies, producing policy papers, and providing analysis and recommendations to aid in decision-making.
- Centralized management of LCSO's projects, programs, and operations to ensure alignment with and achievement of the agency's strategic goals and objectives.
- Maintaining a consistent and scalable framework for initiating, planning, executing, monitoring and controlling, and closing projects.

After releasing the Anatomy of a Homicide Report in late 2021, Sheriff McNeil proposed and gained support for the establishment of the Council on the Status of Men and Boys (CSMB). Research and Planning coordinated the development of the draft council charter and applied for the Bureau of Justice Administration Community Violence Intervention and Prevention Initiative grant. Subsequently, LCSO was awarded \$1,495,633 to plan and implement a community violence intervention program in Leon County.

Research and Planning developed the Innovation Circle team structure and piloted the implementation of three teams. An innovation circle is a group of members who work together to investigate, analyze, and find innovative ways of solving problems. Innovation circles offer concrete recommendations on potential solutions that help improve strategy, leadership, culture, and capabilities. A total of 53 members participated in a total of 24 meetings.

- The Community Policing and Crime Reduction Innovation Circle Team reviewed the Department of Justice Community Oriented Policing Services (COPS): A Police Organizational Model for Crime Reduction document, the CompStat360 Methodology, and the Prescriptive Policing model. The team worked to establish additional disposition codes for specific directed patrol activities. These codes were activated through the Consolidated Dispatch Agency, check-on training was provided, and the related information was incorporated into intelligence reports.

Environmental surveys were completed in the North Monroe focus area. An Excel dashboard was created to track calls for service in the focus area. (Objective 1.4)

- The Officer Safety and Wellness Innovation Circle Team focused primarily on exploring the establishment of annual physical fitness requirements for all sworn members. In addition, the team reviewed and approved a proposal for implementing annual wellness/mental health checks and a Brazilian Jiu Jitsu Pilot Program. (Objective 1.4)
- The Agency Traffic Crash Innovation Circle Team reviewed the 2021 agency crashes, agency crash policy and procedure, and resources from Florida Sheriff's Risk Management Fund, Lexipol and Valor. Team members conducted research and delivered presentations on the most commonly cited reasons for accidents and what could be done to mitigate/prevent them. The team requested all members that had been involved in a crash between 2020 and 2022 to complete a survey to gather additional insights and perceptions from members. The team's recommendations were presented to Command Staff along with a phased implementation plan. (Objective 1.4)

A Research-Practitioner memorandum of understanding between LCSO and Florida State University (FSU) College of Criminology and Criminal Justice (FSU-CCCJ) was executed. The entities agreed to collaboratively apply for grant



# ACCOMPLISHMENTS

## Administration and External Affairs

funding, engage in research projects that advance the mission of both parties, and jointly complete publications. (Objective 2.18)

Research and Planning piloted a targeted internship program with three students from various programs at FSU. A final report of observations and recommendations for future use of research and planning interns was completed. (Objective 2.18)

Research and Planning shared eighty-four publications/research resources with other members of the agency. (Objective 2.18)

A collaboration was initiated with the Florida Sheriffs Association to track the utilization and evaluate the effectiveness of de-escalation tactics. De-escalation tracking will be initiated in 2023. (Objective 2.18)

A core set of agency metrics were designated as key performance indicators (KPIs) and a workspace was built to capture the data. Consolidating reporting into a single location will ensure trends can be measured over time. Monthly reporting was initiated and is ongoing. (Objective 2.35)

LCSO's research and planning capability has been expanded by adding two sworn positions Analysis, Logistics, and Research Administrator and Sergeant positions to assist in research, analysis, planning, and project coordination of assigned activities in Law Enforcement Operations. (Objective 2.18)



**STRATEGIC OBJECTIVES**

**GOAL 2: Policy and Oversight**

- 2.27 Increase efficiencies in processing accounts receivable.
- 2.28 Increase efficiencies in processing accounts payable.
- 2.29 Modernize internal purchasing processes.
- 2.30 Refine the LCSO budget process.
- 2.31 Increase revenue received from awarded grants.

**Finance**

The Finance Division is responsible for the sound and timely accounting of all financial matters, by following generally accepted accounting principles and governmental accounting standards. The division prepares the annual certified budget for presentation to the Board of County Commissioners and monitors the budget throughout the year. The Division also hosts the annual independent audit of the financial statements and prepares the financial statements for presentation to the Auditor General.

Other division responsibilities include accounts payable, accounts receivable, grants research, bi-weekly payroll processing, purchasing, supply and warehouse inventory, trust funds, facilities and grant financial reporting.

The main sources of funding for the Sheriff’s Office budget are transfers from the Board of County Commissioners, consisting mainly of ad valorem revenues in the form of property taxes. The budget funds salaries and benefits, operating expenses, and capital-related items. In addition, the Leon County School Board funds approximately half the cost to fund the School Resource Deputy program.

Leon County Sheriff's Office  
Budget Funding by Source



***Did You Know?***

The Sheriff’s Office is actively seeking to partner with minority and local vendors in support of the Leon County community.

For more information, call (850) 606-3356



# ACCOMPLISHMENTS

## Administration and External Affairs

The budget is divided into four main functions, personnel expense, operating expense, capital outlay, and contingency: broken down by Law Enforcement, Detention, and Judicial. Salaries and benefits costs are 75% of the total general fund budget.

Operating expenses consist of technology-related expenses, liability and auto insurance, fuel, and contracts such as the Inmate Medical and Inmate Food.

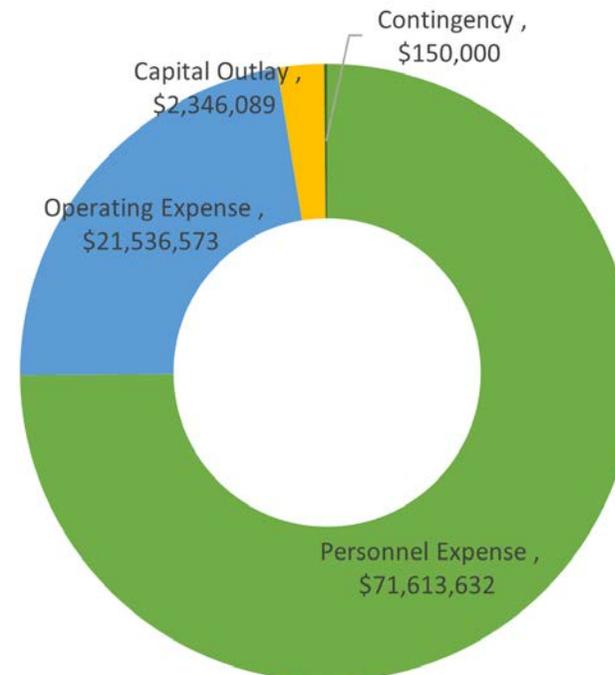
Vehicles and replacement desktops, laptops and other equipment represent 100 percent of the capital related budget.

### *Did You Know?*

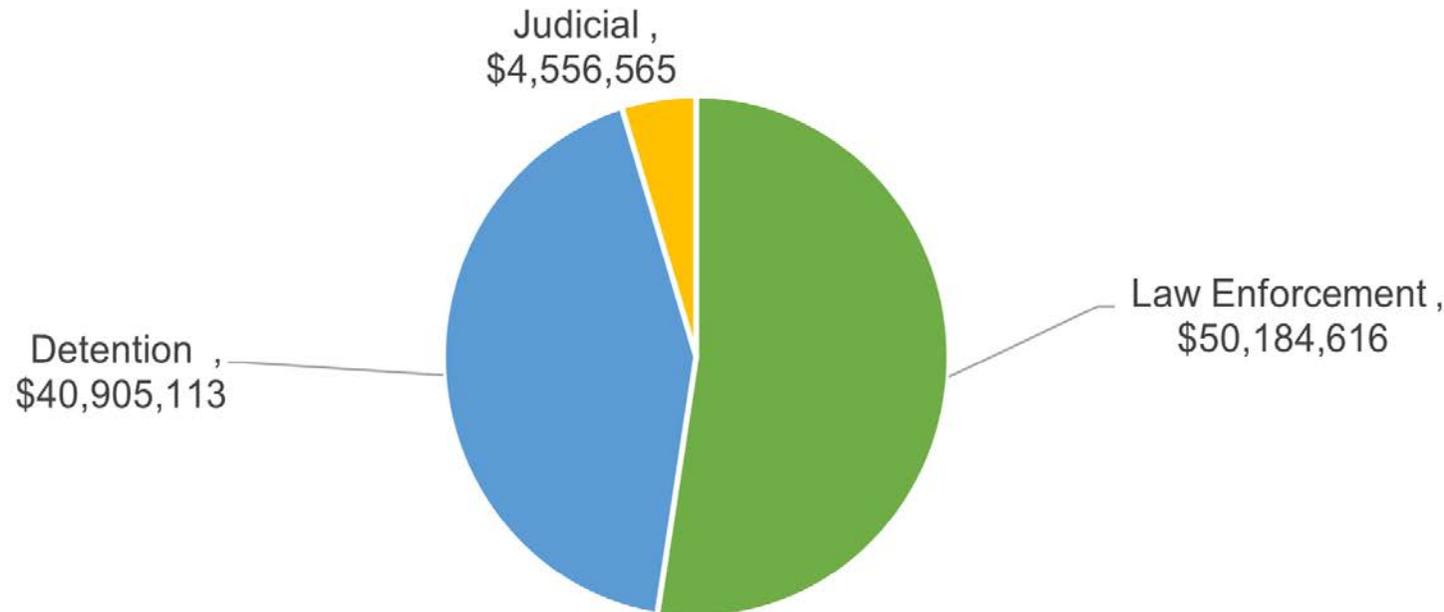
The average inmate cost per day is \$95.85.

## BUDGET EXPENSES

	Law Enforcement	Detention	Judicial	Total Budget
<b>Personnel Expense</b>	\$38,840,195	\$28,409,087	\$ 4,364,350	\$71,613,632
<b>Operating Expense</b>	\$ 8,960,332	\$12,384,026	\$ 192,215	\$21,536,573
<b>Capital Outlay</b>	\$ 2,309,089	\$ 37,000	\$ -	\$ 2,346,089
<b>Contingency</b>	\$ 75,000	\$ 75,000	\$ -	\$ 150,000
	\$50,184,616	\$40,905,113	\$ 4,556,565	\$95,646,294



## Leon County Sheriff's Office FY 2022-2023 Total Budget



### ***Did You Know?***

The Finance Division is actively managing over 17 grants and is seeking more!

LCSO has various special revenue funds linked to specific sources and legally restricted to expenditures for defined purposes. Those special revenue funds consist mainly of state and federal grants awarded to the agency. Over \$1.5 million in grant funds were awarded to the LCSO during FY 2022-2023, funding many important aspects of the Sheriff's Office by providing community programs to support crime reduction and intervention, equipment, overtime, and salary funding for various positions throughout the agency.

In 2022, LCSO received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award. This is a nationally recognized award and to receive it, the governmental unit must publish a budget document that meets program criteria as a policy document, as an operational guide, as a financial plan, and as a communication device.

In 2022, revenues from awarded grants increased by 232.31%. (Objective 2.31)



# ACCOMPLISHMENTS

## Administration and External Affairs

### STRATEGIC OBJECTIVES

#### GOAL 1: Building Trust and Legitimacy

- 1.8 Provide workforce diversity and inclusion training for all employees.
- 1.9 Establish a dedicated recruitment team. Expand outreach and participation at college and career events to include on site and virtual events at historically black colleges and universities.

#### GOAL 2: Policy and Oversight

- 2.20 Assess employee performance evaluation process and software platform to determine necessary modifications and enhancements.
- 2.32 Assess and optimize processes throughout the employee lifecycle (recruitment and selection, onboarding, development, retention, transfer/promotion, and separation).

#### GOAL 3: Technology and Social Media

- 3.6 Implement an automated onboarding and offboarding process and integrations between LCSO human resources information system and human resources software platforms.

#### GOAL 5: Training and Education

- 5.1 Document career paths (roadmaps) to illustrate progression for law enforcement, corrections, and civilian positions and ensure appropriate training and development programs are available to assist members in meeting their professional goals.
- 5.2 Establish LCSO Leadership Institute.
- 5.3 Implement and maintain online training platforms to provide members with independent personal development training opportunities.

#### GOAL 6: Officer Safety and Wellness

- 6.1 Sustain a wellness program that aims to reduce the impact of job-related trauma and improve the overall quality of life for members of LCSO.
- 6.2 Establish a Family Integration and Support Program to provide support to and facilitate the connection between employee's family members and the LCSO.
- 6.3 Enhance Behavioral Health Education and Training and Resources.
- 6.4 Enhance Physical Wellness Resources.
- 6.5 Develop a Critical Incident Response Team (CIRT).
- 6.6 Enhance Risk Management Program.

### Human Relations

The Office of Human Relations is comprised of Employee Development and Recognition, Human Resources (HR), Risk Management, and Wellness and Employee Resiliency. These bureaus support individual employees, their families, and the agency. HR strives to create a diverse workplace of the future where people are engaged, connected, recognized, thriving, and achieving. After completing a comprehensive compensation and classification study, a new LCSO pay plan was proposed to ensure salaries for all sworn and civilian positions remain competitive.



## Employee Development and Recognition Bureau

The Police One platform was deployed and is being utilized by members of the agency for independent online training. (Objective 5.3)

A Cultural Awareness and Diversity Course was assigned to all members through Police One. (Objective 1.8)

Three in-person inclusive leadership courses were provided. Sixty-two employees participated in the training. (Objective 1.8)

Leadership and Development Training was designed and delivered for Sergeant and Civilian Leadership, Lieutenant Leadership, and Captain Leadership. (Objective 5.2)

## Human Resources Bureau

Human Resources supports internal and external customers by providing specific, client-focused services. HR is responsible for compensation, employee benefits, recruitment and selection, and applicant services. HR ensures agency compliance with federal and state law and works continuously to define and refine processes to align with the agency's goals and objectives.

Dedicated recruiters were established for both law enforcement and corrections. Recruiters participated in 20 recruiting events from August to December in addition to college and military installation visits,

contacting over 525 potential candidates. (Objective 1.9)

A hiring fair was hosted to recruit correctional officers. Human Resources members were onsite to assist individuals with completing an abbreviated application process. Individuals who passed the initial screening were provided a conditional offer. Fifty-nine individuals attended the hiring fair. Of those in attendance, 51 (86%) received a conditional offer for hire. Of the 51 individuals who received a conditional offer for hire, 22 (43%) were hired.

*In 2022, Human Resources processed the following HR actions:*

- 145 position advertisements
- 112 in-house position announcements
- 1,163 applications
- 195 applicant background investigations
- 109 new hires
- 12 Interns
- 10 volunteers
- 210 internal transfers
- 128 separations
- 19 agency retirements
- 55 members with Family Medical Leave

Comprehensive salary studies were completed for aviation, fleet, and case management positions. The personal action request memo (PARM) process was refined to streamline the approval of personnel actions. The exit interview form was automated and can now be completed via a virtual form.

To support the maintenance of certifications and training, HR completed the following:

- Updated 139 Law Enforcement/Corrections certifications
- Processed 409 training certifications
- Entered 356 firearm certifications, 350 Human Trafficking certificates, and 350 Child Welfare certificates into the Automated Training Management System.

Human Resources members coordinated and/or hosted the following employee events:

- Annual Open Enrollment
- Swearing-in and Promotional Ceremonies
- Honorary Deputy ceremony
- Years of Service ceremony
- Agencywide Thanksgiving Luncheon

## Risk Management Bureau

Risk Management, as a formalized position was introduced in the fall of 2020, to identify areas of exposure to danger and loss. In the fall of 2021, this position was moved to Human Relations to ensure a holistic review of agency risk including employee health and workers compensation.

Quarterly Risk Management reports were produced, summarizing internal affairs cases, workers compensation claims, and agency vehicle crashes and recommendations for reducing these incidents. (Objective 6.6)

The Risk Management Program Administrator



# ACCOMPLISHMENTS

## Administration and External Affairs

developed a facility inspection program to identify area specific hazards and is working to standardize inspection procedures. (Objective 6.6)

Information slides, related to risk management, were uploaded monthly to the digital TV monitors displayed in the Administration building. (Objective 6.6)

The Risk Manager reviewed 51 agency traffic crashes to determine which were at-fault and preventable. The Risk Manager participated as a key resource and subject matter expert for the Agency Traffic Crash Innovation Circle. Additionally, 85 workers compensation claims were processed and data from 89 IA cases were reviewed.

### Wellness and Employee Resiliency Bureau

Current wellness initiatives, including county-wide critical incident response and support, were sustained, and new resources were introduced. The wellness initiatives launched include Animal Therapy, HeartMath resiliency tool training, county-wide Travis Howze (LCSO sponsored speaker) Resiliency Event, monthly wellness micro-trainings launched to Detention members, one-on-one financial coaching sessions with SmartDollar, and grant-funded physical fitness programming. (Objective 6.1)

Project 413 joined the Northwest Florida Regional Peer Team and LCSO joined Joint Council on Mental Wellness for Public Safety. (Objective 6.1)

An Annual Wellness Briefing Program was launched. Participation is mandatory for sworn staff and

optional for civilian staff. (Objective 6.1)

Reporting was maintained for the Florida Department of Law Enforcement (FDLE) Wellness grant in the amount of \$187,500. LCSO was awarded an additional \$26,000 from the Department of Justice Law Enforcement Mental Health and Wellness Act (LEMHWA) Program grant. (Objective 6.1)

An Officer Wellness Internship Pilot was completed. (Objective 6.1)

Expanded Employee Assistance Program (EAP) services to be available to employee's family members, with a total of 4 additional sessions (beyond the agency covered 4) charged to the wellness grant. (Objective 6.2)

Materials to support the Family Education Orientation and Workshops were approved and purchased. This included reading material for family members - Emotional Survival for law enforcement, I Love a Cop, and books for the children of employees. (Objective 6.2)

The Emotional Survival for Law Enforcement curriculum was purchased through the existing Police One contract and made available to members as a required Behavioral Health training. (Objective 6.3)

The Wellness Coordinator collaborated with Internal Affairs to launch Early Intervention Program training

to provide information on identifying employees in distress, effectively communicating concerns, and referring to appropriate resources. (Objective 6.3) The Brazilian Jiu Jitsu (BJJ) Pilot Program was launched, with 65 employees interested in participating and 40 selected (due to grant budget constraints). Participants have completed 217 training hours. In addition, three new BJJ fitness membership discounts were offered. (Objective 6.3)

A grant-funded Protectors Pilot Program was offered to agency members through Titus with 62 employees interested and 40 selected for participation. (Objective 6.3)

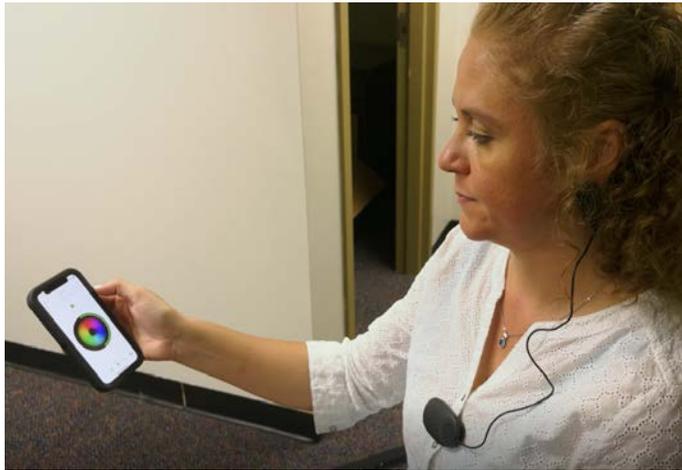
Three additional peer team members were added to the Project 413 roster. The team consists of 34 trained peers. (Objective 6.3)

A Line of Duty Death form was implemented for existing employees and was incorporated into the onboarding process for new employees. (Objective 6.5)

The Project 413 Team was trained as the agency's Critical Incident Response Team (CIRT). Activation procedures were developed and implemented. (Objective 6.5)



The LCSO Officer Safety and Wellness program was reviewed with the Department of Justice Community Oriented Policing Services office through a Collaborative Reform Initiative Technical Assistance Center (CRI-TAC) engagement.



Demonstration of HeartMath resiliency tool



LCSO Corrections Hiring Fair in March 2022



LCSO ALLin Supervisor and Leadership Academy



# ACCOMPLISHMENTS

## Administration and External Affairs

### STRATEGIC OBJECTIVES

#### GOAL 2: Policy and Oversight

- 2.21 Evaluate the effectiveness of the abbreviated in-house and Field Training and Evaluation Program (FTEP) restructuring implemented in 2021.
- 2.22 Create and evaluate Standard Operating Procedures (SOP) for the Field Training and Evaluation Program (FTEP) and Field Training Officers (FTOs).
- 2.23 Implementation of GovQA software platform for management of public records requests.
- 2.24 Conduct a feasibility study to determine if records decentralization would create efficiencies.
- 2.25 Improve customer service/satisfaction of Fleet services.

#### GOAL 3: Technology and Social Media

- 3.7 Transition all end-of-life servers to supported operating systems through migrations and retirements.
- 3.8 Re-develop and re-host the LCSO public web site on a more robust, supportable, and sustainable platform through a cloud-based SaaS provider to mitigate risks associated with on-premise hosting.
- 3.9 Re-develop internal web site (intranet) on a more robust, supportable, and sustainable platform for an improved visual experience and ease of use.
- 3.10 Implement Single Sign-On (SSO) and Adaptive Multi-Factor Authentication (MFA) for more secure and streamlined access to applications and resources by employees, and for a more thorough and efficient account management process.
- 3.11 Increase annual security awareness training from once per year, to twice per year to maintain employee awareness to the criticality of IT security best practices.
- 3.12 Implement additional software platforms for improved agency communication and collaboration.
- 3.13 Add additional print and video resources for common staff "How To" needs (IT) to speed issue resolution for staff and reduce routine support tickets.

### Internal Business Services

#### Fleet Management Bureau

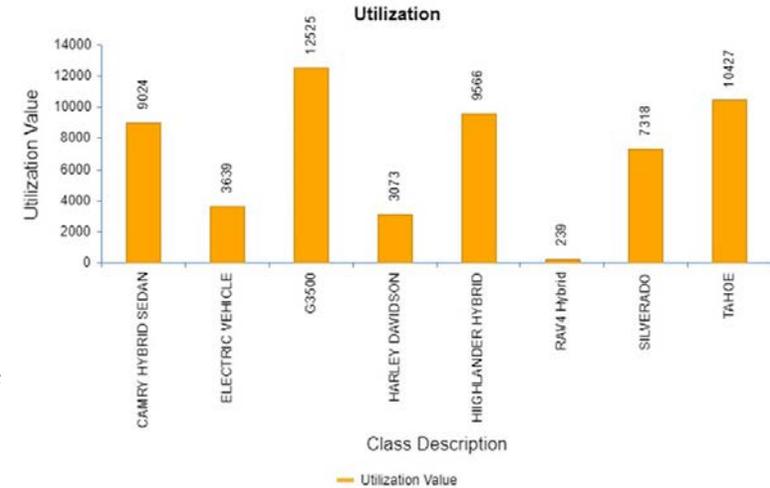
Fleet secured ASE's Blue Seal of Excellence for the 7th consecutive year. LCSO is one of only two Sheriff's fleets recognized for this in the State of Florida.

The Fleet Director and six fleet technicians hold a total of 58 ASE certifications collectively. The Fleet technicians have productivity percentages ranging from 97.3%-120% and are consistently exceeding the preventative maintenance compliance goal of 85%.

LCSO fleet assets were in service well above the industry goal of 95% throughout 2022. The average age of an LCSO fleet asset is 2.92 years.



### 2022 Activity at a Glance



Average fleet asset utilization mileage is noted in the bar chart.

- 148 vehicles were upfitted and issued
- 201 vehicles were disposed of
- 1,447 service requests
- 1,568 work orders completed
- 529 preventative maintenances completed (PMs)
- 258,936.52 gallons of fuel distributed
- 1,428 line items received
- 3,776 line items issued
- 7,683 total parts issued

A Fleet customer satisfaction survey was developed, and the link is being sent with all post-repair customer emails. (Objective 2.25)

## Information Technology Bureau

This was an amazingly productive year for LCSO's Information Technology Bureau. This team of nine full-time employees, one contracted staff member, three part-time individuals, and one unpaid volunteer supports the technology needs of the entire organization, including desktop and server hardware, software and systems, and specialty equipment and services.

Nearly 4,000 devices are supported, including ruggedized laptops used in the field (MDCs), standard laptops, desktops, security cameras, body-worn cameras (BWCs), touchscreens, body temperature scanners, building access control points, servers, storage, and applications at over a dozen physical locations of various sizes throughout Tallahassee. Highlights of the 2022 calendar year include:

### *By the Numbers*

- Serviced more than 3,500 internal tickets and requests for assistance.
- Maintained, renewed, and supported nearly 200 applications, interfaces, and custom reports.
- Deployed 19 new applications in response to various business office needs and requests.
- Processed, reviewed, and approved or denied 364 invoices for payment.
- Retired or replaced more than a dozen servers to simplify and secure LCSO's IT environment.
- Transitioned three end-of-life servers to supported operating systems. (Objective 3.7)

## Security

- Reviewed and responded to countless industry-published security bulletins and internal system notifications of suspicious activity to ensure the confidentiality, availability, and integrity of LCSO systems and data.
- Maintained current patches on all LCSO-managed workstations and servers.
- Increased annual security awareness training from once per year, to twice per year to maintain employee awareness of the criticality of IT security best practices. Phish testing was conducted to reinforce key learnings. (Objective 3.11)
- Introduced a monthly security "tip of the month" messages for up-to-date security suggestions.
- Created and distributed engaging agency-wide messaging in support of Cybersecurity Awareness Month.
- Re-deployed LCSO's public website on a modern and secure operating system with an enhanced content management system. (Objective 3.8)

## Facilities

- Supported the Administration Building lobby remodeling and hardening project and renovation of the third-floor administrative offices. Efforts included network and electrical planning, removal and reinstallation of computers, cameras, body temperature scanners, and presentation equipment, as well as office moves, and coordination of badge activated gates to restrict vehicle access to key areas.
- Supported the planning and implementation efforts for the relocation and expansion of the

Real Time Crime Center, a collaborative, multi-agency project with integrated system access and a large video wall for data sharing.

- Supported the deployment of new body scanners in Detention.

## Technical Projects

- Migrated legacy video assets to the Agency's centralized video repository.
- Completed a multi-month project to ensure configuration consistency in workstation network settings. This pre-requisite project allowed for a transparent upgrade of the Active Directory domain functional level to a supported state. The changes also allow for more agile configuration updates in the future and ensure that the environment is both supported and secure.
- Transitioned the North Florida Fusion Exchange (NFFE) website to a new server as a part of IT's strategic plan to retire or replace aging server instances.
- Supported the Aviation Bureau with a complete refresh of the AirOne helicopter video streaming solution, which added redundancy and improved the availability of this critical asset.
- Transitioned to a more capable text capture and archive service for simplified Public Record Request (PRR) searches, saving approximately \$5,000 annually in the process.
- Researched and acquired an online appointment reservation service and began to use it in a limited capacity before a more visible public rollout. The



# ACCOMPLISHMENTS

## Administration and External Affairs

### GOAL 5: Training and Education

- 5.6 Increase the number and utilization of certified instructors, within all disciplines, to offer additional specialized/advanced classes in house.
- 5.7 Develop and implement Detention Transport and Hospital Security Training.
- 5.8 Provide new or modified standard of care for Tactical Emergency Casualty Care (TECC).
- 5.9 Update Defensive Tactics “control” techniques utilized for response to resistance incidents.
- 5.10 Increase desire of deputies to become Field Training Officers.
- 5.11 Increase the number of Field Training Officers (FTOs).

first public-facing deployment is expected to be for online fingerprint appointments to enhance the current phone-based process.

- Researched, acquired, and began deployment of a scalable digital sign solution to improve internal communication and in public spaces for visiting citizens.
- Completed the transition from the client-based eAgent solution to web-based eAgent for NCIC, Nlets, and state CJIS queries.
- Supported Property & Evidence with the deployment of “Property Quick Entry” for digital evidence. Assisted in policy and process development, built instructional training, conducted pilot training, and handled the technical aspects of this months-long project.

### Operations

- With the assistance of vendor partners, conducted health checks on two mission-critical applications used by the Agency.
- Deployed more than 600 hardware assets, including laptops, desktops, monitors, cell phones, hot spots, printers, and scanners, enhancing members’ ability to conduct work efficiently.
- Conducted system upgrades to several mission-critical applications including LCSO’s report writing/records management software, MDC remote connectivity solution, and the internal ticketing system.
- Conducted various system checks and upgrades to ensure that LCSO was prepared for the retirement of Microsoft Internet Explorer.

- Began a full inventory of IT assets and strengthened internal controls for asset management and disposal.
- Virtualized and upgraded Multi-Factor Authentication (MFA) solution for remote users to improve reliability and resiliency in the event of a hardware failure.
- Supported two external audits of IT and IT-related processes and policies, both with positive outcomes.
- Completed account reviews of several key providers to simplify invoice processing, enhance financial planning, and ensure that subscribed services match agency needs. One of these efforts resulted in an average savings of 14%, saving LCSO an average of \$2,546.50 per month (or \$30,000 annually) off the regular billing. Another related usage survey netted \$1,300 of annual savings.
- Shepherded 186 requests through the Change Control process, providing business-unit and, when needed, agency-wide visibility and notification of impactful and non-impactful activity.

### Enhancements

- Procured new in-car transport van and interview room camera solutions. The new system will be installed in Q2 2023 and bring enhanced visibility and improved sound quality to both environments and centralize video assets in the cloud-based solution which has more efficient mechanisms for data sharing with LE peers than the systems being replaced.
- Supported the transition to the new Uniform Arrest Affidavit (UAA) system to facilitate

- complete, accurate, and timely collection and reporting of data from each criminal offense arrest.
- Working with the report-writing vendor, started preparations to support Florida’s transition to Incident-Based Reporting System (FIBRS/NIBRS) to improve the nation’s crime data.
- Began a cooperative effort with Leon County Office of Information Technology (OIT) to replace LCSO’s Jail Information System (JIS)
- Made enhancements to the invoice processing process for IT for contingent approvers.
- Worked with Medical services provider to automate member change notifications to ensure prompt action for new and departing employees.
- Established additional reporting avenues for cold cases, including a dedicated phone number and email address for tips.
- Developed automation for Contract Routing Number assignment and notification, enhancing a previously manual process.
- Created additional print and video-based training resources for the agency’s report writing process and report generation.
- Took steps to improve the technology experience of the Operations Center (ORC) meeting room.

### *Human Resources*

- Re-organized the IT section to recognize the two primary work units, improve service, and strengthen strategic planning by introducing a new Manager of Servers, Systems, and Security position.
- In support of the need for dashboards and greater insight into data, hired a Data Analyst to assist with data analysis and presentation. Their first

assignment, to automate reporting for Intel’s SCORE report, is expected to save hours of manual labor and will free up resources for additional reporting initiatives.

- Supported new employee and recruit training, as well as LCSO’s Supervisor and Leadership Academy. This innovative program is designed to grow and strengthen leadership skills in the agency through internal and externally facilitated training.
- Established the new “Council on the Status of Men & Boys” domain and website and outfitted the new group with their technology needs.
- Expanded LCSO’s insight and notification of criminal activity of applicants, employees, volunteers, and licensees with the completion of enrollment in the National Rap-Back system.
- Facilitated Banner Finance training for new Fiscal Operations members and assisted in knowledge transfer.
- To speed issue resolution for members and reduce routine support tickets, the following “How To” resources were made available to members: “How to create shortcuts in Microsoft Edge and enable the CheerpJ extension for JIS” and “How to find contact information in Outlook Web”. (Objective 3.13)

### **Records Bureau**

The Leon County Sheriff’s Office Records Management Bureau is responsible for agency records from their creation, storage, retention, and disposition. The Records Management Bureau is located at both the LCSO Administration building and the Leon County Detention Facility and is

responsible for the management of records at each location. Records is currently comprised of 17 full-time positions (12-Records Specialist, one Records Technician, one Records Clerk, two Records Managers, one Records Director) and two part-time Records Clerk positions. New employees in Records Management go through an extensive 12-week training program and are evaluated daily during training, to ensure complete understanding of the management of records, public records laws, and responding to records requests.

One of the many duties performed by Records Management is responding to requests for records. During the year 2022, 11,427 individuals requested records from LCSO.

- This is an increase of 2,130 individuals requesting records from the previous year. (2021)
- Any individual request could be for a single record or multiple records. The time required to process a records request is dependent on the volume and complexity of each record requested.
- Records commonly requested include incident reports, arrests reports, crash reports, Internal Affairs (IA) reports, court dispositions, affidavits, body-worn camera (BWC), video (other than BWC), audio, photographs, emails, phone logs, medical files, personnel files, phone recordings, radio recordings, training records, inmate files, CAD notes, background checks, statistical reporting and other records.
- Each item requested must be reviewed for exemptions and confidentiality to ensure compliance with public records laws, prior to



# ACCOMPLISHMENTS

## Administration and External Affairs

release. Currently the State of Florida has 1,159 exemptions listed related to public records.

Additional services provided by Records Management during 2022 included:

- Processed 483 domestic violence reports
- Processed 518 traffic citations
- Processed 341 Seal and/or Expunge Orders
- Processed 168 Marsy’s Law requests
- Validated 643 FCIC/NCIC computer entries
- Scanned in 642,216 records
- Verified separately 642,216 records
- Responded to 6,901 phone calls received in Records Management

In February 2022, Records Management implemented GovQA which is a highly secure system for the intake, tracking, collaboration, redaction, and response to public records requests. Utilizing a web-based system. GovQA is available 24/7 which allows for easy access to make public records requests and receive those records once reviewed by members for redactions. Each request upon its submission, is automatically assigned a unique tracking number. Included within this tracking number are all communications between the requestor and the organization, communications between members of the agency about the request, and any records located in response to the request. Any documents and communications under each request are kept until the required retention period has been met. Until that time, a requestor can logon to GovQA from anywhere there is an internet connection. From this centralized location, the requestor can view

and/or download all records previously provided to them. Accounts are password protected. Additionally, GovQA is fully CJIS, HIPAA, NIST, and FISMA compliant. GovQA has allowed for improved efficiency by providing custom automated workflows, reduction or elimination of processes previously handled manually, organization of requests, auditing capability, and report building. (Objective 2.23)

The Records Unit conducted a feasibility study to determine if records decentralization would create efficiencies. After extensive outreach and assessment, decentralization was not recommended. (Objective 2.24)

### Training and Standards

The Training Division, in cooperation with the operational arms of the Department of Detention and Law Enforcement, is responsible for the training of the entire agency inclusive of sworn, non-sworn and newly hired employees.

In 2022, the effectiveness of the abbreviated law enforcement in-house and Field Training and Evaluation Program (FTEP) restructuring implemented in 2021 was validated. Eighteen out of 21 recruits completed the new program. (Objective 2.21)

The sponsored Corrections Basic Recruit Class (BRC) resulted in 15 of 18 recruits passing the state board and completing FTEP.

Standard Operating Procedures were developed for

the Field Training and Evaluation Program, Training Unit Lieutenant, and the Field Training Officer (FTO) Lieutenant. (Objective 2.22)

Thirty-seven general and specialized instructors were added, yielding a 30% increase from 2021. A requirement was established for all certified instructors to provide at least 8 hours of training annually. (Objective 5.6)

- 16 General Instructor Certifications
- 6 Defensive Tactics Instructor Certifications
- 5 De-Escalation Instructor Certifications (through Florida Sheriff’s Association)
- 4 First Aid/CPR Instructor Certifications
- 2 Motor Instructor Certifications
- 2 Detention Taser Instructor Certifications
- 1 Master Taser Instructor Certification
- 1 New Taser Instructor Certification

The following training was hosted and/or facilitated by LCSO. (Objective 5.6)

- Detention FTO (hosted with Florida Public Safety Institute, FPSI)
- Instructor Techniques SRD/LCDF (hosted with FPSI)
- TCC Single Officer Response to Active Shooter
- Host Federal Law Enforcement Training Center (FLETC) Advanced Interviews for Investigators
- Project 413 Critical Incident Stress management training
- Scheduled Hosting of FBI Law Enforcement Executive Development Association

(LEEDA) Trilogy for 2023

The Detention Transport and Hospital Security Training curriculum was developed and delivered. (Objective 5.7)

Defensive Tactics “control” training for techniques utilized for response to resistance incidents was updated and instructors were trained in the new techniques. (Objective 5.9)

The stipend for FTOs was increased to encourage more deputies to become Field Training Officers. (Objective 5.10)

The number of law enforcement field training officers increased from 20 to 24. (Objective 5.11)

The FTO Lieutenant and Sergeants attended advanced FTO Training.

Training Unit members researched and presented the benefits of using red dot sights over iron sights. Based on the information provided, a decision was made to procure the red dot sights.

Firearms safety training was provided to civilian members of the Property and Evidence Unit.

HeartMath was integrated into Firearms in-service training, in coordination with the Victim Advocate and Wellness Coordinator.

On-site Detention Suicide Prevention training was

implemented. (175 members trained).

Wellness micro-training was initiated for Detention, provided once per month for each shift.

Detention In-service Defensive tactics module 1 (189 members trained) and module 2 (175 members trained) were completed.

The Detention Training Sergeant was elected Co-chair of the Florida Public Safety Institute Region 3 Training Committee.

Tactical Combat Casualty Care (TCCC) Training was provided and trauma kits were issued to all Detention members.





# ACCOMPLISHMENTS

## Community and Media Relations

### STRATEGIC OBJECTIVES

#### GOAL 1: Building Trust and Legitimacy

- 1.1 Maintain quarterly community events to proactively promote public trust and engagement through positive nonenforcement activities.
- 1.2 Conduct community outreach to understand general perceptions related to gun violence and homicides, and recommendations for how to address gun violence and homicides.
- 1.10 Ensure information about LCSO employment opportunities and recruitment is available at appropriate in-person events.
- 1.11 Attend Law Enforcement and Detention/Judicial check on meetings on a quarterly basis to share information about crime prevention and community outreach activities.
- 1.12 Highlight Leon County Detention Facility (LCDF) employees on social media and Leon County Today FOX segments.
- 1.13 Communicate LCSO employee training and educational accomplishments to the public.

#### GOAL 2: Policy and Oversight

- 2.33 Collaborate with local colleges and universities to promote employment opportunities at LCSO.
- 2.34 Produce a recruitment video to highlight employment opportunities at the Detention Facility.

#### GOAL 3: Technology and Social Media

- 3.1 Create and launch an electronic newsletter for the community.
- 3.2 Increase utilization of the LCSO Connect mobile application.
- 3.3 Increase awareness of Citizen Online Crime Reporting available through the LCSO website and the LCSO Connect mobile application.



Back to School Fashion Show

### Community & Media Relations Unit

LCSO participated in the following community events: (Objective 1.1)

- Public Safety Day
- Gilchrist Touch-A-Truck
- Community Shred Day
- FarmShare event
- Donuts with Deputies (NE)
- Back to School Supply Giveaway at Lively, provided school supplies and community resources to more than 300 local students.
- Coffee with a Cop
- Hispanic Resource Festival, more than 200 attendees
- Patrol Stroll, raised more than \$27,000
- Woodgate Community Day
- Trunk or Treat events
- FAMU Homecoming parade
- North Florida Fair Booth

- Salvation Army Bell Ringing
- Chaires Elementary Touch-a-Truck
- Christmas Connection
- Camelot Community Care

Where appropriate, recruiting material was made available at LCSO event tables. (Objective 1.10)

Correctional officers and/or Leon County Detention Facility civilian employees were featured on social media or Leon County Today FOX segments at least once monthly. (Objective 1.12)

LCSO employee training and educational accomplishments were communicated regularly to the public. (Objective 1.13)

The Detention recruitment commercial ran 42 times in October. (Objective 2.34)

The LCSO Digital Newsletter launched in March and subscribers increased from 2032 to 2,571 by the end of the year. (Objective 3.1)

The LCSO mobile app had an additional 334 downloads in 2022. (Objective 3.2)

LCSO increased awareness of Citizen Online Crime Reporting available through the LCSO website and the LCSO Connect mobile application. (Objective 3.3)

Crime Prevention members earned certifications in Crime Prevention Through Environmental Design

**STRATEGIC OBJECTIVES**

**GOAL 4: Community Policing and Crime Reduction**

- 4.12 Increase the number of certifications held by Crime Prevention Specialists.
- 4.14 Expand current Neighborhood Crime Watch (NCW) programs and increase participation.

**GOAL 6: Officer Safety and Wellness**

- 6.8 Provide information to the public on safe ways to interact with law enforcement.

**GOAL 7: Improve Detention Services**

- 7.10 Communicate success stories and accomplishments of programs serving current or formerly incarcerated individuals.

(CPTED), Civilian Response to Active Shooter Events (CRASE), House of Worship, and Crime Prevention Practitioner. (Objective 4.12)

Monthly meetings were held with current Neighborhood Crime Watch members and Crime Prevention members attended Homeowner’s Association meetings. (Objective 4.14)

Messaging with information about how citizens can ensure their safety as well as the safety of law enforcement officers when interacting during a traffic stop, an emergency, or other instances, was disseminated quarterly. (Objective 6.8)



Trunk or Treat at Sabal Palm Elementary



Farm Share Event



Salvation Army Bell Ringing



# ACCOMPLISHMENTS

Detention, Judicial, and Reentry



Leon County Detention Facility

The Leon County Detention Facility (LCDF) provides booking and detention services for all law enforcement agencies within Leon County. LCDF is responsible for the care, custody and control of inmates. The department is comprised of sworn/certified correctional officers and civilian support members.

During the year 2022, the LCDF booked 7,574 inmates, released 8,092 inmates, and housed an average of 1,157 inmates.

Two Basic Recruit classes were sponsored and graduated from the Corrections Academy.



## STRATEGIC OBJECTIVES

### GOAL 2: Policy and Oversight

- 2.2 Improve inmate property services.

### GOAL 3: Technology and Social Media

- 3.15 Continue phased implementation of Leon County Detention Facility Camera Enhancement Project.

### GOAL 5: Training and Education

- 5.12 Develop a training plan for dual certified staff.
- 5.13 Provide additional training opportunities for Inmate Programs Unit.

### GOAL 6: Officer Safety and Wellness

- 6.7 Provide an enhanced outdoor break area for Detention staff (Oasis Project).

### GOAL 7: Improve Detention Services

- 7.4 Staff and Train a Detention Cell Extraction Response Team (CERT).
- 7.5 Expand and enhance Detention chaplaincy services.
- 7.6 Fully implement the Pathways Program.
- 7.7 Establish an alternate location for the Pathways Program staff and inmate Work Camp processing.
- 7.8 Transition the Re-entry, Innovative Services and Empowerment (RISE) Center to an alternate location to provide additional space.
- 7.9 Expand inmate program offerings.
- 7.11 Ensure eligible inmates continue to have access to voting and are able to register to vote while incarcerated.

## Detention Administration

The cabinetry in the inmate property and evidence section was replaced. All the leaks in the area have been repaired. (Objective 2.2)

Forty-two additional cameras were installed in the Detention Facility, including additional cameras in the warehouse, laundry room, kitchen, Zoom room, classrooms, all four-unit common areas, and all exercise decks within all pods. (Objective 3.15)

360-degree cameras were installed in all housing pods. All facility hallways have 360 cameras installed. Installed new cameras in booking and medical. (Objective 3.15)

An enhanced outdoor break area (The Oasis) was provided for Detention members. (Objective 6.7). The Detention flagpole area was redesigned to include the American flag, the State of Florida flag and a newly designed Leon County Sheriff's Office Flag.

The kitchen was refurbished with a new freezer and cooler and all general population pods were upgraded with new 50" televisions.

## Reentry and Inmate Programs

The overall mission of the Re-entry programs offered by LCSF is to reduce inmate recidivism by providing all inmates assigned to the Re-entry Program with trauma informed, evidence-based, educational, and self-help programs before returning in Leon County. In 2022, re-entry services were provided

for approximately 295 inmates to assist them with transitioning back into the community.

The Re-entry Innovative Services and Empowerment (RISE) Center is LCSO's continuum of care initiative, created to serve citizens being released from the LCDF, Department of Corrections, Department of Juvenile Justice and the Federal Bureau of Prisons. RISE is a one-stop resource center with case managers focused on serving returning citizens.

Through the RISE Center, LCSO:

- Assisted 231 clients by providing resources for 525 referrals.
- Facilitated 160 client intakes.
- Facilitated 346 video visitations.
- Received 108 referrals for the 1,000 Jobs for Youth Initiative.

On-site visitation was reinstated for Chaplain volunteers to provide on-site programming to the inmates. The Chaplain Program had 650 participants in Bible study. (Objective 7.5)

The processing of Pathways reporters was transitioned to the RISE Center. (Objective 7.7)

Reentry members ensured all inmates qualified to vote and were offered an opportunity to do so. Eighteen inmates successfully submitted votes by mail. (Objective 7.11)

The Suppression, Prevention, Intervention, Referral, Intelligence, Tool (SPIRIT) provider network was



# ACCOMPLISHMENTS

## Detention, Judicial, and Reentry

increased by 33%. LCSO uses SPIRIT to coordinate referrals and resources. In 2022, four provider and user training sessions were held, and 15 new providers were onboarded for a total of 63.

The Classifications Unit was awarded the “Unit of the Year” in 2022. The Classification Unit is composed of sworn correctional officers who are responsible for interviewing and classifying inmates for proper housing placement within the detention facility. The degree of custody required for each inmate is based on sound classification assessments and practices, to ensure the risk posed to members, other inmates, the public or themselves is minimal.

This team of dedicated correctional professionals has many duties, including interviewing, assessments, processing inmate requests, coordinating zoom and telephonic hearings, issuing tablets to inmates, coordinating plea paperwork completion and distribution, notary functions, pod rounds and routing legal paperwork between attorneys and family members to the incarcerated population.

The Classifications Unit expanded services to seven days a week and completed the following:

- Conducted 4,990 initial inmate interviews.
- Responded to 13,884 inmate requests.
- Conducted 5,229 Pod rounds.
- Facilitated 4,636 inmate moves.
- Conducted 1,154 Disciplinary Report Hearings.

Classification and Inmate Programs Units provided 414 referrals through case management.

The Pathways Unit initiated the Tyson Road Bee Apiary and Mosquito Fishpond projects to provide vocational training opportunities for inmates in 2023.

Reentry members partnered with Celebration Baptist Church to provide holiday connections through Thanksgiving and Christmas for inmate’s children.

The ALLinLEON Business Pledge represents a collective community-wide call-to-action for all members of the private sector to improve their communities by eliminating employment barriers for those with a criminal record and creating a pathway for a second chance. Thirty-seven local businesses have signed the ALLinLEON Business Pledge.



PICTURED: Chief Norman Mack pictured with Sheriff Michelle Cook Clay County Sheriff’s Office, Florida and FSA President Sheriff Bobby McCallum Levy County Sheriff’s Office. Chief Mack graduated from the Florida Sheriffs Association’s prestigious Commanders Academy Class XI on May 20, 2022.

The Commander’s Academy is an exceptionally informative and educational experience, recognized as a premier course of executive study for criminal justice leaders. The Commanders Academy provides a comprehensive curriculum including leadership skills, fiscal operations, professional and personal ethics, human resource management, community service, training and other topics that relate to the law enforcement profession. In addition to successfully completing this two-week training course, Commanders Academy Class XI raised more than \$27,000.00 for the Florida Sheriffs Youth Ranches. This generous donation will help support the mission of the Florida Sheriffs Youth Ranches in preventing delinquency and to develop lawful, resilient, and productive citizens.

## STRATEGIC OBJECTIVES

### GOAL 2: Policy and Oversight

- 2.1 Staff vacant positions in Detention Operations.

### GOAL 3: Technology and Social Media

- 3.14 Implement COVID-19 mitigation technology in the Detention Operations Medical Unit.

### GOAL 7: Improve Detention Services

- 7.1 Develop safer Correctional Officer pod stations in the eleven identified pods.
- 7.2 Identify alternate strategies to relieve intake congestion in the Detention Booking area due to lack of available or appropriate inmate housing.
- 7.3 Provide enhanced mental health services for inmates.

## Detention Operations

The Violet Defense ultraviolet whole room sterilization system was purchased for all medical exam rooms. (Objective 3.14)

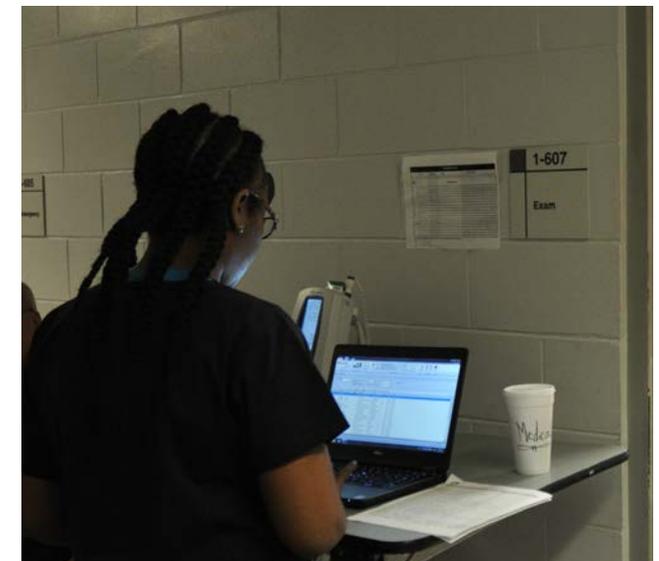
Detention members have been provided additional Suicide Prevention training by the contracted medical provider. (Objective 7.3)

A contract for medical services was executed to include enhanced mental health services. Mental health staff has increased from only two positions to now 14 positions. Additionally, a Mental Health Ombudsman position was added. (Objective 7.3)

A realignment of inmates suffering from mental health issues to a single pod was implemented to facilitate enhanced supervision and support.

Two body scanners were added to the Booking Room (Male and Female).

The Chief of Detention Operations graduated from the Florida Sheriff's Association Commanders Academy Class XI.





# ACCOMPLISHMENTS

Detention, Judicial, and Reentry



## *Did You Know?*

In 2022, there were 2,384 injunction hearings held. The Civil Unit is responsible for monitoring the docket daily and updating FCIC/NCIC according to the Court's ruling.

## Judicial Services

The Division of Judicial Services consists of the Warrants Unit, Civil Process Unit, Bailiff Unit, Transport Unit, and the United States Marshals Task Force. The Division Chief is assisted by a Captain and a Lieutenant. The Warrants Unit has one Sergeant, the Civil Process Unit has one Sergeant, the Transport Unit has one Sergeant, and the Bailiff Unit has two Sergeants.



## Bailiff

The Bailiff Unit, comprised of 25 Deputy Sheriffs, two Civilian Court Technicians to assist with courthouse entrance security, a Civilian Bailiff Technician, and four part-time Deputies is responsible for providing Law Enforcement security for the Leon County Courthouse and the Courthouse Annex. The Bailiffs are posted daily at two public entrances at the Leon County Courthouse, two per door, and one Bailiff Deputy at the one public entrance to the courthouse annex. Bailiffs provide security for all courtroom operations involving criminal, civil, and traffic courts for Leon County. They ensure the safety of citizens and county employees, as well as the custody and control of inmates. In addition to courtroom security, Bailiffs are charged with the protection of the County and Circuit Judges. As deputy sheriffs, they also respond to calls for service within the courthouse and conduct foot patrols throughout the courthouse. The perimeter security of the courthouse is another responsibility assigned to the Bailiff Unit.

In 2022, they screened 153,494 individuals and 166,089 articles at the entrances of the Leon County Courthouse and Courthouse Annex. The Bailiff Unit has also conducted 12,452 court hours at both locations.

## Civil Process

The Civil Enforcement Unit serves all non-enforceable processes issued by the courts. This includes subpoenas, summons, notices, writs of garnishment, and notices of the tax sale.

This Unit is comprised of five full-time Civil Clerks, one part-time Civil Clerk, one Civilian Supervisor, and six Civilian Process Servers. The Civil Clerks research individuals, who are the subject of civil processes, and forward that information to the Warrants Deputies or the Civilian Process Servers. The Civilian Process Servers search multiple resources to locate individuals and are assigned large quantities of Civil Papers such as summonses and subpoenas for service throughout Leon County.

In addition, the Civil Unit is responsible for processing all flight clearances through FCIC/NCIC for both the Transport Deputies and inmates and receiving and responding to all teletypes regarding hit confirmations and extraditions. Once a teletype is received, extradition must be confirmed with the State Attorney's Office and proper notifications made, including Transport. In 2022, the Civil Process Unit

- Processed/received 14,944 requests and served more than 12,044 non-enforceable civil processes with 18,431 attempts at service.
- Processed over 3,500 warrants and capias for the year 2022. Each warrant/capias must be reviewed to determine if the subject is active in FCIC/NCIC. If so, each charge is reviewed to determine which is greater and FCIC/NCIC is updated.
- Processed over 27,000 papers for service, 9,238 phone calls, and 1,200 walk-in customers.

## Transport

The Transport Unit is responsible for the movement of inmates locally and nationwide. Made up of seven Deputy Sheriffs, the Transport Unit moves all detainees from the Leon County Detention Facility to and from court each day, as well as, transferring those in custody to the Florida Department of Corrections. The Transport Unit also arranges and transports inmates nationwide to come to Leon County for court appearances.

The Transport Unit transported more than 4,481 inmates in 2022.

- To the courthouse- 3,038
- To another facility- 814
- Other facilities to Leon County- 629





# ACCOMPLISHMENTS

## Detention, Judicial, and Reentry

### Warrants

The Warrants Unit is responsible for serving arrest warrants and all enforceable processes issued by the court. Comprised of eight Deputy Sheriffs, the Warrants Unit serves all enforceable court orders, such as injunctions, writs, levees, risk protection orders and ex-parte orders signed by a judge. The warrants deputies also serve arrest warrants filed with the Clerk of Court's Office. Seven of the warrant deputies are certified in Crisis Intervention Techniques (CIT).

In 2022, the Warrants Unit served 1,095 injunctions, arrested 164 persons for warrants, and served 3,573 enforceable civil process papers.

To keep up with current law(s) as it relates to the service of serving civil process, 10 people from the Warrants/Civil Unit completed Keating Civil Process Training. Keating provides the most up to date training relating to the service of civil process and provides information as to new laws that are forthcoming or looking to be introduced.

#### ***Did You Know?***

There were over 1,300 petitions for injunctions filed in 2022 and processed through the Civil Unit. Clerks utilize six programs to process each injunction.

### US Marshals Task Force

LCSSO has assigned one sergeant and two detectives to the U.S. Marshals Service Florida/Caribbean Regional Fugitive Task Force. The purpose of regional fugitive task forces is to combine the efforts of federal, state, and local law enforcement agencies to locate and apprehend the most dangerous fugitives and assist in high-profile investigations. The LCSSO resources are assigned to the Task Force full-time and assist in apprehending suspects with warrants for violent crimes, including murder.

Collectively, the FLN Tallahassee (Task Force):

- Served 261 warrants
- Arrested 218 fugitives
- Cleared 34 homicide warrants by arrest
- Seized 21 guns
- Seized \$16,604 in cash
- Seized 3,446 kilos of narcotics

### Life Saving Award Recipient



On Monday, March 14, 2022, Deputy Bateman responded to a residence, looking for an individual to serve with a Temporary Injunction. The citizen who answered the door collapsed for no apparent reason. Based on Deputy Bateman's training and experience, he assessed the citizen's condition and realized his heart had stopped, he was not breathing, had no pulse, and was desperately in need of medical treatment. Deputy Bateman requested EMS respond in emergency mode and began performing CPR. After approximately 25-30 chest compressions, the citizen regained consciousness. Based on Deputy Bateman's training and experience, and by starting CPR almost immediately after the citizen collapsed, there is no doubt that Deputy Bateman contributed to saving his life.





# ACCOMPLISHMENTS

## Law Enforcement Operations

### STRATEGIC OBJECTIVES

#### GOAL 4: Community Policing and Crime Reduction

- 4.15 Establish and facilitate the Council on the Status of Men and Boys.



#### Council on the Status of Men and Boys

After presenting the results of the Anatomy of a Homicide Report to the community, Sheriff McNeil led a call to action for the establishment of the Council on the Status of Men and Boys (CSMB). In support of the initiative, the City of Tallahassee, Leon County Government, and Leon County Schools joined the Sheriff's Office in collectively providing \$350,000 to establish the Council. The mission of the Tallahassee-Leon County Council on the Status of Men and Boys is to unify existing agencies, organizations, and individuals to coordinate resources, funding, and services under a multi-disciplinary plan for reducing homicides and non-fatal shootings in Leon County and establish specific goals and objectives to address the disparities and challenges men and boys experience in violence, criminal justice, education, employment, and health. (Objective 4.15)

The Leon County Sheriff's Office applied for and was awarded \$1,495,633 through the Community Based Violence Intervention and Prevention Initiative (CVIPI) Planning and Implementation grant from the Office of Justice Programs at the Department of Justice. The purpose of the grant is to implement comprehensive, evidence-based violence intervention and prevention programs, based on partnerships among community residents, local government agencies, victim service providers, community-based organizations, law enforcement, hospitals, researchers, and other community stakeholders. It requires the development of a community violence reduction strategic plan by a multi-disciplinary team, including community members impacted by violence. Once the plan is in place, funding can be used to implement the strategies outlined in the plan. (Objective 4.15)

The Council on the Status of Men and Boys Executive Director and Community Based Navigator were onboarded. (Objective 4.15)

A Memorandum of Understanding was executed with Leon County Schools (LCS) to create a formal, structured, and sustainable partnership that will allow LCS and the Council on the Status of Men and Boys to assist in preventing Leon County boys from being perpetrators or victims of violent crime and provide a continuum of coordinated supports, services, and opportunities for at-risk students using evidenced-based prevention and intervention strategies. (Objective 4.15)

**STRATEGIC OBJECTIVES**

**GOAL 2: Policy and Oversight**

- 2.3 Build out additional office space at the aviation facility to accommodate current and future personnel.
- 2.4 Develop an Aviation Division specific step plan / pay band plan to encompass compensation, certification, and time-in-service to support competitive hiring, and succession planning.
- 2.5 Continue phased implementation of 24-hour staffing plan for the Aviation Division/Aviation Taskforce.
- 2.6 Replace aging helicopter with new aircraft.
- 2.7 Complete Property and Evidence building construction and relocate all property and evidence to new location.
- 2.8 Fully implement Quick Entry for real property drops into Property and Evidence.
- 2.9 Implement a Citizen Portal to allow victims to submit electronic / digital evidence.
- 2.10 Acquire a storage facility for vehicle evidence (impound yard).

**GOAL 3: Technology and Social Media**

- 3.5 Replace aviation maintenance tracking software with a cloud-based system.

**GOAL 4: Community Policing and Crime Reduction**

- 4.4 Conduct an assessment to determine if Special Operations and Investigations units are adequately staffed and resources/positions are assigned based on current workload and performance measures.
- 4.5 Implement specialized units for mental health, homeless outreach, and human trafficking.
- 4.6 Analyze internal processes in Special Operations and Investigations Units to determine efficiency and effectiveness.

**Special Operations and Investigations**

**Investigations**

**Auto Crimes Task Force**

The Auto Crimes Task Force is a collaborative effort between LCSO and TPD designed to investigate cases having to do with automobile crimes. Currently, there are two full-time LCSO detectives assigned and housed at the TPD as members of the task force. The Auto Crimes Task Force is divided into sectors of Leon County, which comprise the Northeast, Northwest, Southwest, and Southeast.

In 2022, 1,928 cases were received. There were 1,184 auto burglaries reported in 2022, down from 1,563 in 2021.

	TASK FORCE MONTHLY STATS (2022)																	
	Monthly Case Totals			Activity				Crime Type				Stolen Property Type				Area		
	TPD	LCSO	Total	Assigned	Arrest	Warrants Issued	Closed O/I	Burglary	(Forced)	Auto Theft	Firearm	Wallet/Purse	Cat. Conv.	Scooter	NW	NE	SW	SE
January	165	29	194	104	9	2	123	121	18	73	27	38	6	6	63	37	60	34
February	198	30	228	172	10	5	128	161	23	67	26	59	10	2	92	38	73	25
March	137	25	162	131	7	1	185	107	10	55	17	37	3	5	51	39	48	24
April	114	33	147	112	7	2	149	88	14	58	24	35	1	4	27	26	55	39
May	137	23	160	133	11	2	197	105	31	56	32	28	16	4	47	34	33	46
June	126	27	153	114	8	13	183	106	17	48	20	43	6	7	37	32	45	39
July	157	29	186	142	12	1	157	117	12	70	27	56	1	8	63	39	35	49
August	120	18	138	112	13	3	175	71	14	67	12	22	4	5	45	27	33	33
September	118	22	140	104	8	5	155	71	6	68	18	27	0	19	41	28	43	28
October	142	19	161	98	12	6	150	97	14	67	16	39	6	15	55	37	38	31
November	119	26	145	102	11	9	149	81	12	61	13	31	2	11	55	30	35	25
December	95	19	114	87	8	4	83	59	14	35	8	19	1	1	47	27	21	19
<b>TOTALS</b>	<b>1628</b>	<b>300</b>	<b>1928</b>	<b>1411</b>	<b>116</b>	<b>53</b>	<b>1834</b>	<b>1184</b>	<b>185</b>	<b>725</b>	<b>240</b>	<b>434</b>	<b>56</b>	<b>87</b>	<b>623</b>	<b>394</b>	<b>519</b>	<b>392</b>

**Crime Scene Unit**

The Crime Scene Unit (CSU) consists of eight members and is comprised of both sworn and civilian employees, including one sergeant. The CSU is responsible for a myriad of tasks including processing crime scenes, both major and minor, processing evidence, examining fingerprints, criminal registrations, and test firing weapons for ballistics testing. The CSU is much more than a “support unit”. The CSU also works closely with the Tallahassee Police Department, Office of State Attorney 2nd Judicial Circuit and surrounding jurisdictions assisting with many tasks that are brought to the unit.



# ACCOMPLISHMENTS

## Law Enforcement Operations

The CSU holds many different specialty designations and participates in numerous different organizations as well as community events. CSU members are affiliated with the International Association for Identification, Florida Division of International Association for Identification, and International Association of Bomb Technician and Investigators (the CSU has two Big Bend Bomb Team members). Members have received Shooting Reconstruction Training and have specialties in crime scene methods such as alternate light sources. The Civilian Supervisor is a full-time latent print examiner.

Members are also part of the following organizations and participate in the following events: Project 413 Peer Support, Krawl'n for the Fallen, Loyal Order of Moose, Off Road Foundation, Honor Flight, the Christmas Connection, Build a Bunk, March of Dimes, and the Girl Scouts of America.

2022 Stats are as follows:

- Case assigned: 360
- Call Outs: 95 (5 homicide)
- Items processed in the lab: 248
- Firearms test fired: 70
- Latent Evaluations: 152
- Latent Comparison Reports: 122
- Latent Identifications: 192
- AFIS/IAFIS searches: 767
- AFIS/IAFIS hits: 188
- Verifications for TPD/SAO: 54
- Latent cases for TPD/Quincy: 146
- Sex Off/Pred Registrations: 2,808
- Felony Registrations: 1,394

- Individual Civilian Fingerprints: 1,324
- Seals & Expungements: 481

### ***Financial Crimes Unit***

The Financial Crimes Unit (FCU) is currently staffed by one sergeant and four detectives. They are responsible for investigating criminal activity related to embezzlement, bank fraud, scams, credit card fraud, computer fraud, and financial exploitation of the elderly/disabled, amongst many other white-collar crimes. FCU is active in the North Florida Cyber Crimes Task Force and Infraguard.

The FCU has one detective specifically assigned to work with federal partners at the United States Secret Service. This partnership allows the FCU to begin working on a case locally and leverage other law enforcement resources if the case branches out nationally or even internationally. This partnership has also allowed the detectives to receive specialized training as it pertains to new trends and investigative concepts.

Currently, one member of the FCU is a certified member of the Association of Certified Fraud Examiners. There are two additional members also working towards this designation.

Members of the FCU are active in the community through the Tallahassee Chapter of the Association of Certified Fraud Examiners, Big Bend Fraud Task Force, Springtime Tallahassee, City of Tallahassee Parks and Recreational Leagues, Florida State University Student Veterans, and partnerships with Leon County Schools.

In 2022, FCU was assigned 580 cases and cleared 377, which is more than double the clearance rate for 2021. Thirty-two individuals were arrested by FCU for financial related crimes, which is double the arrest rate from 2021.

### ***Internet Crimes Against Children (ICAC)***

ICAC investigations employ various undercover techniques to detect and apprehend child sexual predators. ICAC investigators also endeavor to educate parents, teachers, prosecutors, law enforcement, and other individuals and groups about crimes committed against our most precious citizens and what they can do to help prevent such heinous crimes.

In 2022, the Leon County Sheriff's Office made a significant investment in Digital Forensics within the Internet Crimes Against Children (ICAC) Unit. The agency applied for the Project Safe Neighborhood (PSN) grant and will use a portion of this grant to fund the purchase of GrayKey and to upgrade its Cellebrite program to Cellebrite Premium. GrayKey and Cellebrite Premium are devices designed to allow for the forensic extraction of data from mobile devices.

### ***Property Crimes Unit***

The Property Crimes Unit (PCU) is staffed by one sergeant and five detectives. The PCU investigates a multitude of crimes including residential burglaries, thefts, criminal mischiefs, and crimes against pawn shops. Many times, the PCU and Financial Crime Unit (FCU) work closely together as many of

their investigations become intertwined. The PCU leverages working relationships with many business entities as it relates to investigating their cases. Some of the major relationships used periodically are loss prevention associates at Lowes, Home Depot, Wal-Mart, and many of the rent or lease businesses within Leon County.

In 2022, the PCU worked on the following cases:

- 264 Burglaries (Residential and Commercial)
- 296 Grand Theft Cases
- 191 Criminal Mischiefs
- 37 Grand Theft Firearm Cases

PCU detectives were assigned a total of 964 cases and arrested 86 individuals for property related crimes, which is 13 more arrests than the previous year.

### ***Property and Evidence***

Property and Evidence is managed by five full time employees, two part time employees, and one supervisor.

In 2022, Property and Evidence managed over 130,000 pieces of evidence and completed approximately 3,000 requests. The requests include getting copies of CDs, paperwork, and photos or sending links to the Office of the State Attorney's, Records Unit, and LCSO detectives.

Quick Entry for real property and digital evidence was fully implemented for both Law Enforcement and Corrections. (Objective 2.8)

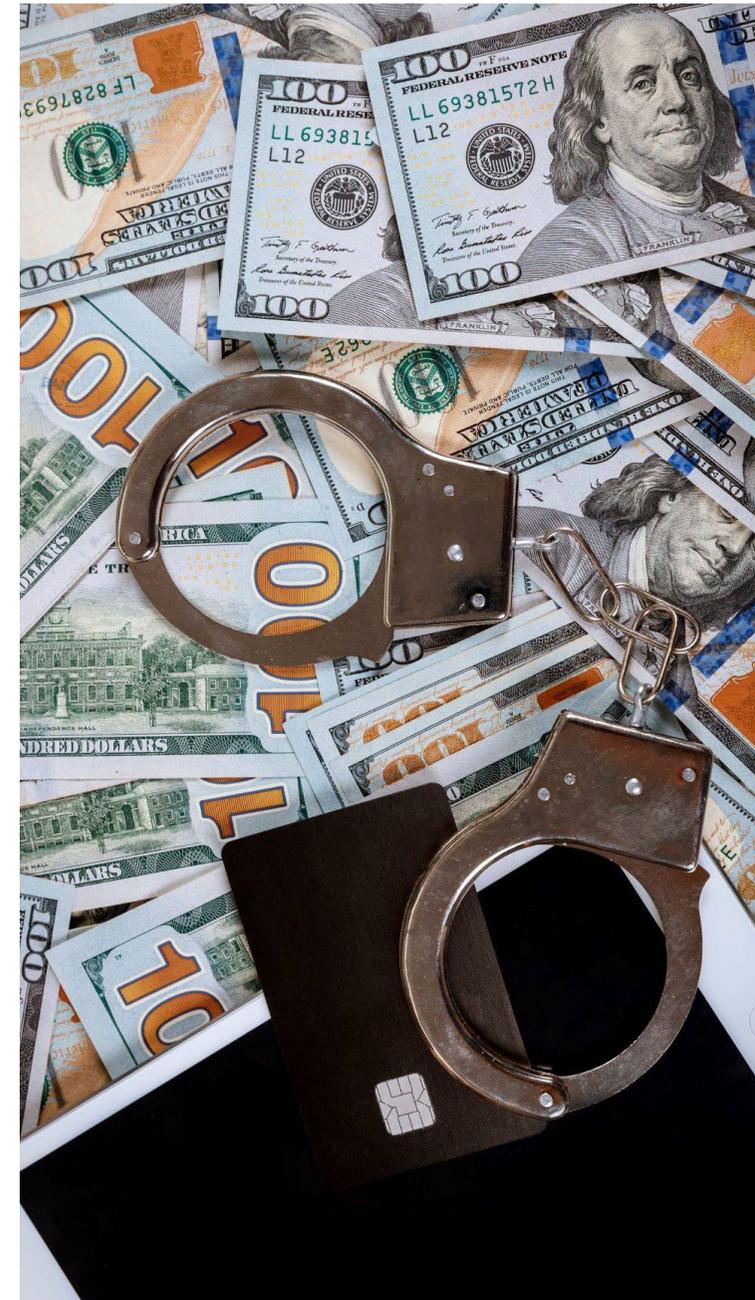
Implemented the Track-Kit system for tracking all sexual assault nurse examination (SANE) kits received and taken to the FDLE lab.

The Axon Citizen portal was launched as a tool for victims, witnesses, and other citizens to upload digital evidence directly to LCSO's Axon server. In addition to being a convenient way for citizens to submit digital evidence, utilizing Axon Citizen saves the time deputies and detectives were spending physically collecting digital evidence on a disc or drive. (Objective 2.9)

### ***Violent Crimes Unit (VCU) / Special Victims Unit (SVU)***

In 2022, the Leon County Sheriff's Office Violent Crimes Unit (VCU) investigated five homicides. Detectives cleared four of the five homicides by arrest, and the Office of the State Attorney ruled one homicide as self-defense. LCSO VCU detectives investigated five attempted homicides. VCU Detectives cleared four attempted homicides by arrest, and one attempted homicide was exceptionally cleared.

Two VCU/SVU detectives attended an advanced Homicide Investigations Training Course. A detective was assigned to focus on human trafficking related cases. This detective completed training and focused on young girls involved in prostitution. (Objective 4.5)





# ACCOMPLISHMENTS

## Law Enforcement Operations

### ***Victim Advocate Unit***

The Victim Advocate Unit (VAU) of the Leon County Sheriff's Office was established in 1995 and aims to be the first source of help for victims of crime.

This unit is available on a 24-hour basis to respond to the needs of victims of crime in Leon County and respond to a crime scene to assist victims and survivors.

One member of the VAU worked to become a HeartMath Certified Mentor in the Building Personal Resilience Program. She is now able to provide this educational and therapeutic service to victims of crime suffering from the aftereffects of victimization, as well as to other law enforcement professionals to work on channeling resilience through cohesiveness with the mind, body, and spirit. In addition, a second Victim Advocate became HeartMath certified. HeartMath was incorporated into firearms training with recruits and school resource deputies.

The VAU formed new partnerships with Leon County Schools during the National Crime Victims' Rights Week "Hands are for Helping" events and during Reunification training and received the Missing Children's Day Advocate Recognition Award.

An article about domestic violence, authored by VA Maria Folsom, was published in the Tallahassee Women's Magazine. Additionally, advocates conducted monthly meetings with LCS staff to monitor student services, guest lectured for criminology classes through a partnership

with Florida State University, managed an active internship and volunteer program, and received an Aftermath Grant to replenish victim care packages.

### ***Narcotics and Organized Crime***

The Leon County Sheriff's Office Narcotics and Organized Crime Units consist of detectives with specialized training in the many facets of illegal drugs. The units investigate a wide variety of illegal drug activity from the street-level dealer to large-scale drug trafficking organizations (DTO).

Members of the Leon County Narcotics and Organized Crime Units are not only assigned to investigate Leon County cases. Several detectives assist other task force units in surrounding counties to collaborate and to help combat the growing concerns about the sale of illegal drugs and fentanyl. Several detectives are assigned to the HIDTA (High-Intensity Drug Trafficking Area) Task Force targeting drug trafficking organizations and the North Star Multi-Jurisdictional Drug Task Force which focuses on suspects involved in illegal drug sales within the Big Bend (Gadsden, Wakulla, Liberty, Gulf, Calhoun, Jefferson, Taylor, Dixie, and Suwannee Counties).

In 2022 the Narcotics Unit executed 20 search warrants and made 54 arrests. Seizures included the following:

- 25 grams of powder cocaine
- 350 grams of methamphetamine/molly
- 420 grams of prescription drugs
- 67 grams of crack cocaine

- 76 grams of fentanyl
- 864 grams of cannabis
- \$7,700.00 currency
- 11 firearms

### ***HIDTA***

HIDTA worked 80 cases, making 26 arrests. Seizures included:

- 160 grams of prescription pills
- 18 kilos of synthetic hallucinogens
- 9 kilos of methamphetamine
- Just under 1 kilo of cocaine
- Over 350 pounds of cannabis
- \$340,000 worth of assets
- \$1,675,756.00 in narcotics seizures
- 42 firearms

### ***North Star Multi-Jurisdictional Drug Task Force (NSMDTF)***

The North Star Task Force made 39 arrests and seized the following:

- 18.7 grams of Alpha-PVP
- 3.2 ounces of cocaine
- 72 grams of fentanyl
- 823 grams of marijuana
- 1 gram of MDMA
- 591 grams methamphetamine
- 1 gram morphine
- 17 firearms

## OPERATION FULL PRESS

In early 2021 the Leon County Sheriff's Office Narcotics Unit received a tip that a drug dealer was trafficking pressed pills believed to contain fentanyl and MDMA. Detectives began an investigation and, on multiple occasions, successfully purchased MDMA-type pills, methamphetamine, cocaine, and pills believed to contain fentanyl. Throughout the investigation, detectives believed the suspect to be a part of a larger drug trafficking organization responsible for trafficking MDMA pills, fentanyl pills, cocaine, and methamphetamine. The investigation was turned over to the North Florida HIDTA Cadre Initiative.

In August 2022, the investigation concluded, and the main suspect and an accomplice were taken into custody. Subsequently, a search warrant was obtained on their residence and detectives located approximately 2.4 kilos (6,561 pills) of pressed MDMA-type pills, approximately 258.1 grams of Alpha PVP, two tablet pressing machines, approximately 15 kilos of prepared mixing agent, multiple kilos of a separated mixing agent, custom dye presses, two firearms, ammunition, and multiple other items of drug-paraphernalia related to the manufacturing and distribution of illegal narcotics.

As a result of the entire operation, detectives seized:

- Approximately 7.9 kilograms of pressed MDMA pills (Over 10k pills)
- 4.1 pounds of methamphetamine.
- Approximately 222 grams of pressed pills believed to contain fentanyl
- Approximately 6 ounces of cocaine
- Two tablet-pressing machines
- One rifle
- One handgun





# ACCOMPLISHMENTS

## Law Enforcement Operations

### Special Operations

#### Aviation Unit

The Joint Aviation Unit was awarded the 'Unit Citation Award' in July of 2022 by the Tallahassee Police Department for numerous law enforcement calls for service that occurred over a short time where aviation assets were critical in the safe resolution of the events.

Familiarization and training were conducted with Tallahassee Memorial Hospital (TMH) Survival Flight crew members regarding Task Force members transporting severely injured officers and deputies directly to the TMH emergency room via LCSO aircraft.

Over the last year the Aviation Unit has made the transition from tracking statistical data in handwritten notebooks, to using Smartsheet. The Smartsheet web-based application has allowed the Aviation Unit to track stats for each flight as soon as they land either from an iPad / iPhone in the aircraft or from a desktop computer. This data is tracked and calculated in real-time as soon as the user submits the data. This allows for up-to-date totals for things like flight times, arrest assists, reports completed, evidence impounded etc.

This improvement in the data-collecting process has benefitted the whole unit in several ways. Maintenance can use flight time tracking to help with scheduled maintenance events. The pilots no longer need to hand write this data into a notebook which then must be totaled with a calculator at month's end.

The use of an automated system removes most user errors.

The Aviation Bureau received a \$441,000. Grant through the Florida Department of Emergency Management for the upgrade of aviation equipment. An additional full-time aviation mechanic position was authorized in support of building capacity for 24/7 air-support operations. (Objective 2.5)

In March of 2022, the entire Joint Aviation Task Force volunteered a day for the charity 'Sleep in Heavenly Peace' to build bunk beds for children sleeping on floors. The Aviation Unit assisted in the building and transportation of the beds and bonded as a team over the event.

In December, Soul Santa was delivered by air to the 4th Ave. Recreation center to kick off the Christmas holiday season. The Aviation Unit hosted the first City of Tallahassee (COT) 'bring your child to work' event at the hangar. COT employees' family members spent a few hours learning about the Aviation Unit. The Aviation Unit displayed and familiarized the public with Aviation operations and capabilities at multiple community events.

Deputy Vislocky from the LCSO Aviation Task Force was recognized with an award of appreciation for teaching a class at the United States Air Force Special Operations School, located at Hurlburt Field.



Aviation Team at Nims Middle School

#### *Did You Know?*

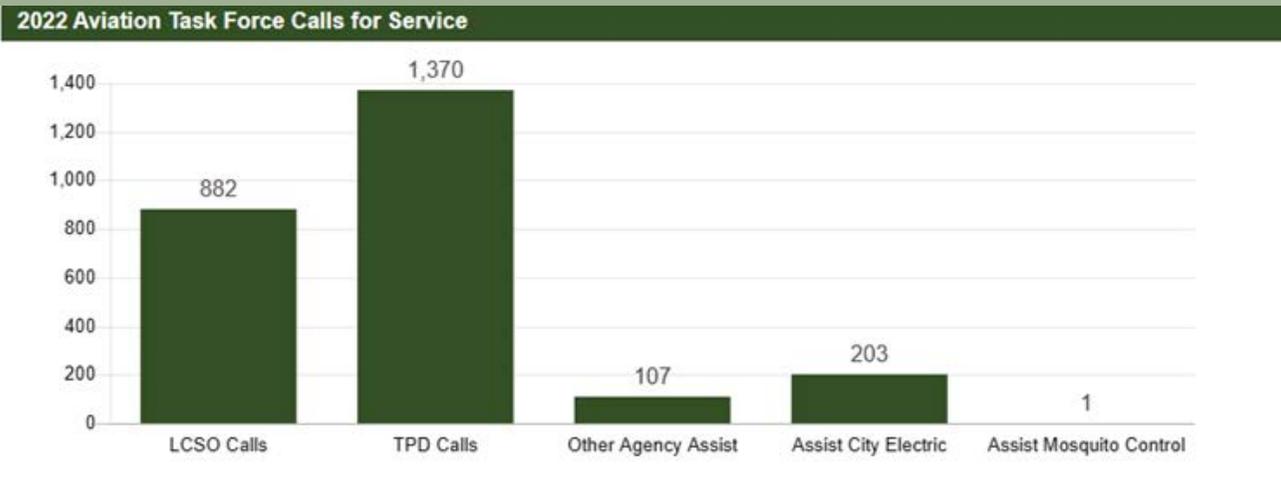
LCSO Aviation Unit was the first to operate the newly designed Bell 505 in a law enforcement configuration on the eastern seaboard of the United States.

**In 2022, the Aviation Task Force:**

- Assisted with 2,563 calls for service
- Flew 978.5 hours
- Assisted with 323 arrests
- Conducted 52 searches for lost or missing persons
- Aided in the recovery of 79 stolen vehicles
- Assisted with 91 vehicle pursuits/fail to stop incidents
- Participated in 16 community outreach events



Deputy Pilot Todd Mallek



***Did You Know?***

The Leon County Sheriff’s Office Aviation Bureau began operation at the direction of Sheriff Raymond Hamlin and has been in operation for 49 years. It first operated out of a small hangar and landing pad behind what is now the Sheriff’s Office administration building on Municipal Way. LCSO has exclusively flown Bell helicopters. The first helicopter operated by the agency was a two seat Bell H13T.



# ACCOMPLISHMENTS

## Law Enforcement Operations



### **Homeless Outreach Street Team (HOST)**

LCSO hosted a series of meetings with key stakeholders and community partners to develop a strategic plan for the implementation of the Homeless Outreach Street Team (HOST).

The planning team was comprised of members from over 18 different agencies and organizations who shared expertise, coordinated resources, and developed recommendations for addressing unsheltered homelessness in Leon County. Best practices from communities within Florida and throughout the nation were explored, and findings and promising practices were incorporated into operational planning.

HOST is staffed by two, full-time deputies whose responsibilities focus on connecting homeless individuals and families to available housing and a variety of social services including mental health counseling, substance abuse programs, veteran assistance programs, and more. HOST deputies are solely assigned to address issues related to homelessness and work to connect unsheltered

individuals to enhanced services for the care of homeless citizens in the community. (Objective 4.5)

For the period between June 20, 2022, and November 21, 2022, the LCSO HOST Unit:

- Contacted 76 business owners/operators to provide information and resources related to managing homelessness in and around their businesses.
- Offered referral services to 267 homeless citizens.
- 41 homeless citizens were provided with no-cost transportation out of town.
- 168 homeless citizens were referred to housing services.
- 87 homeless citizens were referred to local providers for other services, including mental health services.

### **Mental Health Unit (MHU)**

The Mental Health Unit (MHU) is fully operational. The MHU consists of Crisis Intervention Team (CIT) trained deputies teamed with Crisis Response Specialists (CRS) who are Master Level Counselors (MLC).

Working as a team, the sworn deputy sheriff and CRS respond to high risk, potentially dangerous, and suicidal individuals who may have a mental illness, Post Traumatic Stress Disorder (PTSD), and/or substance abuse problems. In addition, the MHU assess individuals who pose a risk to themselves, the public, or law enforcement.

The MHU provides direct follow up until the crisis is diverted or resolved by working with individuals to improve their quality of life, reduce their exposure to the criminal justice system, lessen the frequency of negative contacts with law enforcement, and refer them to the appropriate community services. (Objective 4.5)

In 2022, MHU responded to 2,113 calls for service, 906 of which were follow-ups. MHU provided 1,057 consultations and issued 737 service referrals.



### ***Reserve Unit***

The Reserve Unit was established in 1964. The unit is comprised of community members who volunteer their time to assist with the many duties handled by full-time deputies. All reserve deputies are sworn and attend training along with full-time deputies. Many reserve deputies are former full-time deputies that have retired, but still have the desire to serve the citizens of Leon County.

The reserve deputies provide approximately 12,000 hours of donated time annually. This averages a cost avoidance of over \$300,000.00 per year.



LCSO Reserve Unit at Toys for Tots Charity Ride Event

### ***Armory***

LCSO has one primary part-time armorer and 10 part-time assistant armorers. The Armory is responsible for tracking and maintaining approximately 550 agency-owned firearms and 350 Tasers.

In 2022, the Armory worked in conjunction with Property and Evidence, to screen, sort, and clean approximately 500 confiscated firearms for eventual trade, thus earning the Sheriff's Office approximately \$40,000 worth of store credit used for law enforcement equipment needs.





# ACCOMPLISHMENTS

## Law Enforcement Operations

### K9 Unit

LCSO has six K9 Teams, consisting of a deputy and an assigned agency K9 partner.

- Sergeant Mehr and K9 Tater
- Deputy Bragg and K9 Ghost
- Deputy Matthews and K9 Bane
- Deputy Wagner and K9 Ronin
- Deputy Garrett and K9 Cash
- Deputy Little and K9 Neo

The teams are available for assignments 24-hours per day. K9 teams conduct law enforcement duties and utilize their K9 partner for building searches looking for hidden offenders, locating missing persons, tracking suspects, performing article searches, detecting narcotics, and conducting public service K9 demonstrations giving the public a better understanding of the team's capability.

Each K9 Team will go through a patrol training program at a minimum of 480 hours plus an additional 200 hours in narcotic detection training. The LCSO K9 Unit holds state certifications through the Florida Department of Law Enforcement (FDLE) and the Florida Law Enforcement Canine Association. Most agencies carry one certification.

In 2022, the LCSO K9 Unit conducted 46 tracks of felony suspects or missing/endangered persons. Of those tracks, 26 resulted in the subject/suspect being taken into custody. That is a 56% success rate. A lot of training goes into the teams to provide that type of result.

The Unit assisted the United States Marshals Service (USMS) Task Force with 152 deployments in their efforts to attempt arrests on violent fugitive arrests in Leon County, South Georgia, and surrounding counties. Each member of the unit is a sworn United States Marshal.

The LCSO K9 Unit also conducted 160 free air sniffs in 2022. This resulted in the recovery of illicit narcotics and 16 firearms during the year.

The K9 unit provided many K9 demonstrations for the community during the year. Which created a tremendous opportunity for the agency to interact positively with the community.

One of the strongest attributes the unit possesses is its commitment to training. Scenario-based training is held to a high standard by each member. The unit spent 1,929 hours training of their K9 partners in 2022. This training served them very well in their decision making in real time deployments in the field. Of the 26 catches the unit had on tracks this year, the unit only had 6 K9 apprehensions (bites). That's a 4.3% bite-to-catch ratio. That number is exceptionally low for the number of deployments the unit had. It is a credit to the scenario-based training and after-action review of BWC footage the unit conducts regularly.

Agencies and units that were assisted by the LCSO K9 Unit in 2022 include the following:

- LCSO Patrol, VICE, SPIDER, Violent Crimes, Property Crimes, ICAC, SWAT, and Community



**Relations**

- TPD Patrol, VICE, VCRT, COPPS, CCU and TPD's K9 Unit
- USMS Fugitive Task Force
- FDLE
- Florida Highway Patrol
- Capitol Police
- Gadsden County SO
- Wakulla County SO
- Jefferson County SO
- Liberty County SO
- Madison County SO
- Perry PD
- FAMU PD
- FSUPD
- Thomas County SO, GA
- Thomasville PD, GA
- Drug Enforcement Agency (DEA) Task Force
- Federal Bureau of Intelligence (FBI), as Expert Witness in K9 Training

Each member of the unit is well respected as leaders and subject matter experts on their shifts. They have all received praise from their Watch Commanders and shift members. The FBI, FSUPD, and USMS Fugitive Task Force have all sent letters praising the unit for its professionalism during the year. The ALLin mentality is strong within the LCSO K9 Unit.

**Specialty Teams**

***Dive Team***

There are currently 10 members on the agency's Tactical Dive Team, nine divers and one technician/

boat operator. Members are volunteers and have primary job assignments throughout the agency. Members serve in an on-call status (24 hours a day, 365 days a year) for Leon County and numerous surrounding counties.



Tactical Dive Team Members are trained and operate as Underwater Crime Scene Detectives. The divers often dive by feel, not visual acuity, and must contend with the weather, lack of daylight, and water current. The Dive Team often coordinates its efforts with other agencies. Law Enforcement divers must be trained in search patterns, recovery techniques and underwater crime scene processing. Evidence must be located, documented with video or photographs, and collected in a manner consistent with Law Enforcement Crime Scene Standards. The Tactical Dive Team must perform these tasks and be prepared to testify in criminal proceedings.

Each member is required to have a minimum of an Open Water Certification from a nationally recognized dive organization and the Underwater Police Science and Technology Course. Each member is also required to complete a yearly physical fitness

exercise. Team members are also trained in advanced diving methods and are required to operate various vehicles and watercraft assigned to the team. During 2022, members trained a total of 952 hours over 17 training days.

The Team responds to incidents including drowning investigations, homicides, weapon recovery, suicides, auto crashes, auto thefts, boating crash investigations, the suspicious sinking of vessels and recovery of stolen property. The team also responds to special community needs, such as the evacuation of people during flooding.

In 2022, the Dive Team responded to four callouts and participated in seven community events. In addition, 40 hours of maintenance were logged tending to the equipment.

***Drone Team***

The Drone Team is comprised of six members. In 2022, the team responded to four call-outs.

- The Sheriff of Jefferson County requested LCSO's Drone Team to assist with a barricaded suspect. SWAT and the Drone Team responded to the residence. The Drone Team was able to enter the residence, locate the suspect, and direct the SWAT team to him where he was secured and arrested. The utilization of the drone in this situation turned this incident from a long-term standoff, into an hour-long event with no loss of life.
- SWAT and the Drone Team were summoned to



# ACCOMPLISHMENTS

## Law Enforcement Operations

assist the Bureau of Alcohol, Tobacco and Firearms on a residential search warrant involving a suspect who was believed to have been manufacturing automatic weapons. SWAT and the Drone Team responded to the residence and were able to secure the suspect with no incident.

- SWAT and the Drone Team responded to a barricaded suspect that had fired a handgun inside the house. The Drone Team was able to insert a drone inside the residence and located the suspect. This turned a long-term standoff into a relatively short call-out.



The Drone Team also assisted FSU during two football games. During the football games, the Drone Team was able to provide intelligence for command as well as assist ground assets in any incident such as missing people or locating physical alterations.

LCSO's Drone Team was embedded with FSU's Disaster Response Team to assist with the aftermath of Hurricane Ian. There, the Drone Team was able to map the entire island of Fort Myers as well as the outlying islands. This provided updated intelligence to the incident command which helped them make better decisions on where to allocate resources. The Drone Team also assisted Urban Search and Rescue teams to search for survivors by flying drones into inaccessible areas like thick mangrove swamps and unstable buildings.

In addition, the Drone Team conducted demonstrations at Nims Middle School and for the LCSO Citizens Academy.

Overall flight time was approximately 35 hours and 56 minutes.

### *Hazardous Devices Team*

The Leon County Sheriff's Office Hazardous Devices Team (Bomb Squad) is responsible for the investigation and safe disposal of improvised explosive devices (IEDs) and the safe disposal/removal of military ordinance. The Bomb Squad is also trained for hazmat and Chemical Biological Radiological Nuclear and Environmental (CBRNE) incidents.

The Hazardous Devices Team is staffed by five members, including two (2) bomb technicians. In 2022, Deputy Baas was appointed as the Bomb Commander. New team members, Deputy Rawls, and Deputy Eldridge attended training in Anniston, AL, earning Hazardous Material Technician certifications.

This year, LCSO received the Andros FX large platform robot and a new EOD-10 bomb suit.

In 2022, many Historically Black Colleges and Universities (HBCUs) received bomb threats. The Hazardous Devices Team assisted FAMU by conducting a threat assessment of the university's campus.

In 2022, the Hazardous Devices Team also:

- Responded to two suspicious package calls, which were ultimately deemed not to be a threat.
- Responded to three unexploded ordinance calls. The items were determined not to be a live ordinance.
- Staffed six FSU football games.

### *Honor Guard*

The Honor Guard Unit is a secondary duty assignment and members are selected from varying units within the agency. Candidates are thoroughly screened and must pass an oral interview to be selected to join this elite unit within the Sheriff's Office. Members are required to maintain impeccable appearance, high moral standards, and strict order and discipline.



The Honor Guard performs funeral honors for Sheriff's Office members who died in the line of duty, as well as for members of other law enforcement

agencies when requested. The unit proudly represents the Leon County Sheriff's Office at parades, a variety of ceremonial functions, and community events requiring the Presentation of Colors.

The LCSO Honor Guard consists of 20 active members and five reserve members. In 2022, the Honor Guard supported 30 events including:

- Deputy Sheriff Chris Smith Memorial Ceremony at LCSO
- Correctional Officer Courtney Brown Funeral
- Correctional Officer Delwyn Dickey Viewing and Funeral
- Correctional Deputy Michael Nowak Memorial
- Deputy Sheriff Brian Cutcliffe Funeral
- Lieutenant McCroan Funeral, Calhoun County, SO
- Retired Sheriff Kenneth Fortune Funeral, Jefferson County, SO
- Lieutenant Adam Miller Funeral, TPD
- LCSO Annual Awards
- LCSO Citizens Academy Graduation
- LCSO First Responder's Luncheon
- LCSO Promotion/Swearing-In Ceremony
- Honorary Deputy Presentation of Colors at the Florida Sheriffs Association (FSA)
- Law Enforcement Memorial FSA
- Law Enforcement Memorial Vigil
- Law Enforcement Memorial Civic Center
- Altrua Hometown Hero Presentation
- Babe Ruth Baseball Tournament Opening Ceremony
- Big Bend Law Enforcement Association Breakfast (FPSI)

- The lighting of Eternal Flame (LCSO Memorial re-dedication)
- National Police Week, Washington, DC
- Public Safety Day
- Red Hills Horse Trials
- Springtime Tallahassee Parade
- Veteran's Day Parade
- Festival of Lights Christmas Parade

### ***Hostage Negotiation Team (HNT)***

Hostage Negotiation Team (HNT) team members held eight monthly team trainings and one joint training with the SWAT, Drone, and Hazardous Devices teams. HNT also participated in the Reunification Exercise with LCSO Department of Youth and Young Adult Services, and Leon County Schools held at Chiles and Godby High Schools. HNT Team members attended a Florida Association of Hostage Negotiations (FAHN) regional training for Region 2, hosted in Tallahassee at Chiles High School.

HNT had two members attend the annual Florida Association of Hostage Negotiations (FAHN) conference where they obtained advanced training. One member, Lieutenant Glover, was re-elected as Regional Director for FAHN's Region 2 which consists of: Gadsden, Liberty, Franklin, Wakulla, Leon, Jefferson, Taylor, Madison, Hamilton, Suwannee, and Columbia counties.

Two members also attended the Hostage Crisis Negotiations Level II 40-hour course and obtained advanced level training.

HNT Team participated in two demonstrations and eight static displays for summer events, youth organizations, and the Citizen's Academy.

HNT members assisted throughout the year teaching the Crisis Intervention Training (CIT) conducted by the Florida Sheriff's Association (coordinator Dr. Joyce Carbonell). HNT Team members also taught a modified version of this CIT block of instruction to newly hired LCSO recruit deputies during the in-house training programs.

HNT responded to three call outs in 2022. One of the call outs was to assist the Jefferson County Sheriff's Office with a barricaded subject who had outstanding warrants and was involved in a domestic situation. This subject surrendered without incident and was taken into custody.

### ***Livestock Team***

The Livestock Team currently consists of seven members who serve on the team in an on-call capacity. The Livestock team responds to non-domesticated animals that have escaped a secured location and are roaming freely, such as cows, horses, pigs, and goats. The Livestock Team, when called, is responsible for capturing these animals and either returning them to their owners or securing them in a designated secured compound. The Livestock Team prides itself on the safe capture of animals and caring for animals in their custody.

In 2022, the Livestock team captured and secured numerous at-large livestock, with a larger than usual



# ACCOMPLISHMENTS

## Law Enforcement Operations

number of pigs which were either returned to their owners or rehoused.



### **Rapid Response Team**

The Rapid Response Team (RRT) is a 41-man team consisting of a commander and four squads of ten (including squad leader). In 2022, the RRT conducted two processes for on-boarding new members and brought fourteen members onto the team.



In early 2022, the RRT conducted training covering elements in the after-action reports from several deployments in 2021, the most of which were related to civil unrest incidents within Leon County. In late 2022, the RRT conducted training and exercises in preparation for the Governor's Inauguration deployment which took place the first week of 2023.

The RRT was not deployed to any major incident in 2022. The RRT is a regional asset, deployable within Florida as directed by the Sheriff.

### **Special Weapons and Tactical (SWAT) Team**

The LCSO SWAT Team is comprised of 37 positions: 19 Entry Operators, 6 Sniper Operators, 10 Medic Operators and 2 SWAT Technicians.

*In 2022, the SWAT Team:*

- Provided stadium safety and security for seven FSU home football games and the Luke Bryan concert at TCC
- Served 3 search warrants in support of the Bureau of Alcohol Tobacco and Firearms, LCSO Narcotics, and TPD
- Served an arrest warrant for TPD's Homicide Unit.
- Responded to two callouts

*The SWAT Team supported the following events:*

- Dining in the Dark for Lighthouse of the Big Bend
- Two demonstrations for Youth Adventure Camp with Youth Services Unit
- LCSO Citizen's Academy demonstrations with Media Relations Unit

- Leadership Tallahassee demonstration
- Youth Leadership Tallahassee demonstration with Youth Services Unit.
- Springtime Tallahassee Parade
- Veteran's Day Parade
- Winterfest Parade
- Marine Corp Junior ROTC rappel course at FPSI for Leon High School
- Numerous static demonstrations on display (Fairgrounds, FPSI, LCSO, Ducks Unlimited, etc.)
- Operation Cold Turkey (Thanksgiving Community Event)
- Touch-a-truck events at elementary schools

*SWAT Training and Certifications:*

- The SWAT Team members obtained re-certification in Less-Lethal Munitions and two entry operators earned their instructor certifications in Less-Lethal Munitions
- One operator earned the Less-Lethal Munitions Master Instructor certification
- SWAT Medics received annual training and are qualified to carry firearms during SWAT deployments
- Four operators re-certified in Airborne Use of Force (AUoF) with the Aviation Unit and four additional operators earned certifications for AUoF. Eight operators are now certified.
- Two operators attended Shoot-House Instructor training and earned their certifications.
- One operator earned the Shoot-House Master Instructor certification
- Three operators earned their General Instructor certification





# ACCOMPLISHMENTS

## Law Enforcement Operations

### STRATEGIC OBJECTIVES

#### GOAL 3: Technology and Social Media

- 3.4 Increase utilization of Citizen Online Crime Reporting.

#### GOAL 4: Community Policing and Crime Reduction

- 4.1 Work with law enforcement and community partners to reduce the overall crime rate through the use of data-driven decision making, strategic enforcement priorities, the leveraging of technology and social media, and ongoing analysis and adjustment of efforts.
- 4.2 Develop strategies to become more data-driven in addressing crime.
- 4.3 Enhance capabilities to address violent crime, robberies and gang violence.

### Uniform Patrol

The Uniform Patrol Division is organized into four fixed shifts and assigned to one of four sectors, covering all of Leon County including the City of Tallahassee. Deputies in the division actively patrol Leon County, responding to calls for service from citizens, business owners, and community partners.

Deputies also participate in crime prevention and detection by actively searching for suspicious persons and activity. Uniform patrol deputies also enforce traffic laws and investigate traffic crashes. Deputies conduct initial criminal investigations and crime scene processing. Each deputy is issued a marked patrol vehicle that they take home to provide a law enforcement presence in neighborhood communities.

From 2021 to 2022, the overall crime rate was reduced by 5.3%. (Objective 4.1).

Although there was a 33% reduction in the number of homicides (reduced from 6 in 2021 to 4 in 2022), the overall violent crime rate increased by 3.5%. (Objective 4.3)

The number of reports submitted via the citizen online crime reporting system increased by 5.4%. (Objective 3.4)

To reduce crime, Sheriffs of the Big Bend region came together to enhance each agency crime response capabilities by creating a joint partnership, Deputies Without Borders. This concentrated focus

by LCSO and partner agencies from state and federal levels united to combat crime. Deputies Without Borders serves to allow interagency support for each of the following objectives:

- Curtail the flow of illegal drugs into communities through roadways.
- Aggressively identify and apprehend violent criminals and drug dealers.
- Assertively share information and intelligence to ensure all partners are aware of the pattern and movement of the most chronic, habitual, and violent offenders.
- Utilize shared information to enhance the closure and successful prosecution of criminals.

In 2022, two Deputies without Borders operations were held yielding the following results (Objective 4.3)

- Seizure of the following:
  - 10,707.7 grams of cannabis
  - 8.1 grams of cocaine
  - 6.7 grams of fentanyl
  - 10.48 grams of methamphetamine
  - 11 prescription pills
  - \$250.00 in cash
  - 3 firearms
  - Recovery of one stolen vehicle and 2 other stolen property items.
  - Served 18 warrants (charges)
  - Made 38 arrests
  - Conducted 489 traffic stops
  - Issued 90 traffic citations and 300 verbal warnings

### Special Projects Investigations Detection Enforcement & Response Unit (SPIDER)

SPIDER is a proactive community oriented investigative unit consisting of both uniformed deputies and undercover detectives. They are deployed into communities based on intelligence driven data to target specific types of criminal activity. In addition to the variety of law enforcement functions, including covert surveillance and overtly directed patrol, the unit engages the community by going door to door and speaking to the residents. The detectives assigned to SPIDER maintain a caseload focused on specific targets identified through intelligence, investigations, or areas of interest. The uniformed deputies assigned to the unit are proficient in high-risk traffic stops and tactical operations. All members assigned to the SPIDER Unit receive specialized training in the principles of community-oriented policing and intelligence-led policing before their initial deployment. In 2022 SPIDER made 188 arrests, recovered seven stolen vehicles and seized the following:

- 325.2 grams and 85 tabs of synthetic narcotics
- 7,151.07 grams of cannabis
- 216.69 grams of methamphetamine
- 204.5 prescription pills
- 57.9 grams of fentanyl/heroin
- 195.47 grams of powder cocaine
- 20.65 grams of crack cocaine
- 50 grams of THC wax
- \$160,821 currency
- 16 firearms

### Traffic Unit

The Traffic Unit is tasked with several responsibilities, including traffic law enforcement, impaired driving enforcement, serious traffic crash investigations, wrecker service administration, and special event operations. The Traffic Unit is equipped with marked patrol vehicles and Harley Davidson motorcycles.



The Traffic Unit is responsible for conducting Traffic Homicide Investigations (THI) and performing follow-up investigations on hit-and-run crashes. Each deputy receives extensive training in a vehicular homicide investigation. Their responsibilities include on-scene investigation, reconstruction, and other post-crash investigations so that thorough, complete, reporting can be completed for crashes that result in serious injury or death. Incidents result in an array of charges from simple traffic violations to first degree murder charges. The unit has a THI truck equipped with the latest 3D Laser Mapping system and Photogrammetry equipment. All this helps produce the most accurate maps of crash scenes and assists in the reconstruction of crashes.

The Traffic Unit is responsible for speed enforcement and other traffic related duties. They are utilized in special details to educate the public and help emphasize traffic safety issues.

In 2022 the Traffic Unit:

- Conducted 4,135 traffic stops
- Issued 2,117 citations
- Issued 3,216 verbal warnings
- Conducted 96 Hit and Run investigations
- Conducted 2 traffic homicide investigations and 1 crash investigation with serious bodily injuries
- Made 1,668 arrests (includes warrants and Notice to Appear)

2022 training accomplishments included the following:

- 2 deputies completed Advance Traffic Homicide Investigations as well as Traffic Crash Reconstruction.
- 2 deputies and 1 sergeant completed BOSCH Crash Data Retrieval Tool Technician Training
- 2 traffic deputies completed Event Data Recorder Use in Traffic Crash Reconstruction Course Level 1
- 2 deputies completed Advance Roadside Impaired Driving Enforcement training.
- 2 deputies completed Police Motorcycle Instructor School.
- 4 deputies completed Pedestrian and Bicycle Enforcement Training.
- 2 deputies completed Advanced FSE training
- 1 deputy completed Speed Measurements Training.



# ACCOMPLISHMENTS

## Law Enforcement Operations

The Leon County Sheriff's Office Wrecker Administrator conducts periodic and annual inspections of towing companies that perform rotation, trespass, and roam towing in the unincorporated areas of Leon County. The Wrecker Administrator conducts investigations of alleged violations of the Leon County Municipal Ordinance and Florida laws governing towing.

The Wrecker Administration Unit completed the following in 2022:

- Narcan was issued to every trained sworn member by the first of January 2022.
- Processed approximately 224 wrecker invoices for Registrations and Inspections and many more for driver applications/background checks.
- Inspected approximately 89 wreckers
- Fielded numerous wrecker-related complaints from the citizens as well as other law enforcement agencies.
- Conducted three audits with corrective action taken with minor discrepancies that could be fixed before the next scheduled audits.



## STRATEGIC OBJECTIVES

### GOAL 4: Community Policing and Crime Reduction

- 4.7 Develop a Mental Health Team Member within the Department of Youth & Young Adult Services to assist primarily in schools.
- 4.8 Increase participation in Department of Youth & Young Adult Services Programs.
- 4.9 Increase youth and young adult diversion efforts.
- 4.10 Complete the buildout of the Capital Region Real Time Crime Center (RTCC).
- 4.11 Increase intelligence and analysis driven approaches to investigations and operational planning.
- 4.13 Develop and deploy the Juvenile Justice Jeopardy game as a tool to help youth navigate interactions with peers and police and understand the legal consequences of their actions.

### GOAL 5: Training and Education

- 5.4 Enhance School Resource Deputy (SRD) Training Program.
- 5.5 Conduct Active Assailant/Reunification training.

## Youth and Young Adult Services and Intelligence

### Intelligence

#### *Criminal Intelligence and Analysis Unit (CIAU)*

The CIAU serves as a support unit for the entire Sheriff’s Office providing a mix of criminal intelligence support, crime analysis, and administrative analysis and operates the Real-Time Crime Center. This Unit is staffed by civilian analysts who are subject matter experts in their field of work. Analysts play a very critical role in the agency. They must gather data and information from a myriad of sources, and then examine and evaluate it for accuracy—and potential threats. They use that data and information to determine what threats may arise, from where, and from whom. The analyst focuses on solving crimes and finding and apprehending offenders. They also identify and define crime trends, problems, and patterns.

CIAU is heavily focused on reviewing and gathering large amounts of data, compiling reports based on their findings, and presenting their findings to various customers. They also scrub large amounts of data to identify persons involved in criminal activities. In 2022, monthly Strategic Crime and Organization Resource Evaluation (SCORE) meetings were initiated. (Objective 4.11)

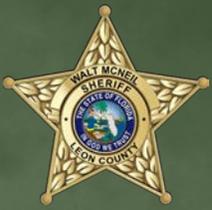
#### *Real Time Crime Center (RTCC)*

The build-out of the Capital Region Real Time Crime Center was completed. RTCC is a partnership with Florida State University (FSU) Police, FSU College of Criminology and Criminal Justice, Tallahassee Police Department (TPD), and LSCO. This state-of-the-art facility will house the operational component from LCSO, TPD, and FSU as well as the research component for FSU College of Criminology and Criminal Justice. Resources from all agencies are consolidated into one area. (Objective 4.10)

LCSO was awarded a Smart Policing Initiative Grant for \$499,000 to enhance Real Time Crime Center (RTCC) Operations. These funds will support new technology, connectivity, and research. (Objective 4.10)

#### *Did You Know?*

- The RTCC was selected to receive a Smart Policing Initiative Grant Through BJA to further its technology and resources.
- The Capital Area Real Time Crime Center is unique due to the fact there is a research component embedded with the center.
- Capital Area Real Time Crime Center was founded by LCSO, TPD, FSU PD, and FSU CCCJ.



# ACCOMPLISHMENTS

## Law Enforcement Operations

### Youth and Young Adult Services

#### *Juvenile Investigations and Intervention Unit (JIIU)*

In 2022, the Juvenile Intervention and Investigations Unit (JIIU) continued providing services and resources to the Division of Youth and Young Adult Services following the unit's mission: Prevention, Intervention, Enforcement, and Suppression. In addition to providing security coverage for area schools during times of need, the unit provided follow-up investigations involving weapons seized on school campuses and school threats. The unit also assumed missing and runaway juvenile cases, as well as completing arrests for failed juvenile civil citations.

One new partnership that was established was a working relationship with the Leon County Schools 21st Century program that provides guidance and mentoring to students in Leon County in an afterschool environment. Deputies responded to several elementary and middle schools to mentor students in the afterschool program. The relationships built during these times proved positive by the program coordinators requesting the deputies to come by more often during the school day hours.

An innovation new to LCSO, piloted by the JIIU, was the "Juvenile Jeopardy" interactive program. This program brought discussion on street crimes and school crimes, together, in a "Jeopardy" style game. The game is explained, by way of gameshow actions, criminal law, and school rules and their punishments. The program was very well received by

several Back-On-Track attendees and championed a better understanding between young adults and law enforcement. The program is being used throughout several community outreach programs, including Youth Leadership of Tallahassee. (Objective 4.8)

Also in June 2022, LCSO was once again awarded grant monies from the Department of Juvenile Justice to keep the Back-On-Track program in operation. The Back-On-Track program was launched in partnership with the Department of Juvenile Justice in February 2019. Back-On-Track is designed to reach first or second-time juvenile offenders who are sentenced to probation. To expand participation, Back-On-Track was offered to Leon County Schools as a diversion for certain on-campus administrative offenses and to reduce out-of-school suspension days.

During the 2022 school year, the JIIU provided campus coverage assistance to the School Resource Unit on approximately 60-70% of operational days. One high-profile arrest was in December involving a school threat that included a personal threat to a school administrator. The JIIU also participated in the RADAR program. The RADAR program is a partnership with DJJ that responds to the homes of juveniles on probation to determine if they are following their curfew status. One arrest was made during the calendar year for a violation.

JIIU issued 11 juvenile warrants, where juvenile civil citations were unsuccessful. Twenty-one Missing/Runaway/Endangered Juveniles cases were assigned,

resulting in 20 juvenile recoveries.

#### *School Resource Deputy (SRD) Unit*

The School Resource Deputy Unit currently serves twenty-two schools within the district. A total of 22 deputies are assigned to the unit, in addition to two Sergeants, one Lieutenant and one Captain. Deputies are given primary assignments at each high school, three non-traditional schools, ten middle schools and three elementary schools. The main objective is to enhance students' educational opportunities by promoting a safe and secure learning environment. In addition to prevention programs, deputies also teach the basic understanding of the Criminal Justice System and the role of a law enforcement officer and their duties. They also take law enforcement action as required within their assigned school.

The SRD Unit instructs students on several topics such as anger management, bullying, cybersecurity, the effects of tobacco and alcohol use, and many more. Classroom interactions were impacted due to the hybrid classroom/online instruction. The SRD Unit taught a total of 470 programs instructing 14,599 students.

The SRD Unit investigated 193 criminal complaints resulting in 91 physical arrests, 1,183 diversions, and 84 civil citations.

The SRD Unit participated in 9,768 student counseling sessions and 2,171 parent conferences. During the 2021-2022 School Year, there was an increase in most counseling categories as compared to the 2020-2021 School Year.

- School Students Counseling Increased by 32%
- Parent Conferences increased by 126.1%

An in-house School Resource Deputy training was developed and made available to incoming members. (Objective 5.4)

During the 2021-2022 school year, the LCSO SRD Unit engaged in three active shooter trainings. An active assailant and reunification tabletop and full-scale exercise were conducted. (Objective 5.5)

School Resource Deputy Summers received the Top Cop award from Disc Village. Deputy Emmons was elected President of the Florida Association of School Resource Officers and Sergeant Shade McMillian was elected Secretary.

### ***SRD Programs and Outreach***

In addressing the root causes of criminal activity in Tallahassee, it is imperative to start with the youth in our community. Intervening at an early age to provide youth with positive activities and role models, can reduce negative influences, which can subsequently lead to criminal behavior.

Mentoring, giving youth a voice in the community, and demonstrating one mistake is not equivalent to a lifetime of criminal behavior are all ingrained in the prevention and intervention initiatives targeting youth in our community. School Resource Deputies also participate in several community programs - Sheriff's Adventure Camp, Sheriff's Youth Ranch, Sheriff's Explorer Post, Teen Driver's Challenge,

Sheriff's Youth Advisory Council, Scouting, and Back on Track Program.

The **Sheriff's Adventure Camp** is hosted annually by the Department of Youth Services and seeks to serve a diverse group of students who attend middle and high schools. The camp provides students an opportunity to create bonds with each other and with law enforcement. This signature program was offered for two weeks during the summer. The camp is limited to no more than 30 students per session. There is no cost for this camp.



The **Back on Track** is designed to reach first or second-time juvenile offenders who are sentenced to probation. It focuses on issues through building a connection and developing mutual respect, trust, and willingness to continue the dialogue beyond the program. In an attempt to expand participation, Back-On-Track was offered to Leon County Schools as a diversion for certain on-campus administrative offenses and to reduce out-of-school suspension days. Back on Track participants increased by 32% in 2022. (Objective 4.8)

The **Explorer program** serves and mentors male and female youth between the ages of 14-21. Youth are trained by sworn law enforcement officers in various areas including traffic stops, crime scenes, firearms, active shooter, public speaking, leadership training, community service, and more. Using what they learn, Explorers have opportunities to compete against other Explorer Posts at the regional, state, and national levels.



Youth ages 10-15 from Leon County have an opportunity to attend a free overnight 5-day summer camp through the **Florida Sheriff's Youth Ranch**. Youth from Leon County attend camp Sorensen in July. The camp provides an opportunity for deputy sheriffs and other law enforcement Volunteers to get involved with the campers and build positive, healthy relationships.

The **Teen Driver Challenge** is a popular initiative that pairs young drivers with certified driving instructors. The instructors teach teens to drive defensively, how



# ACCOMPLISHMENTS

## Law Enforcement Operations

to react in emergencies, and how to reduce risks faced by teen drivers. This program is offered at no cost to the student.



The Leon County Sheriff's Office partnered with the Suwannee River Area Council, and Boy Scouts of America in 2020, to develop scouting troops in the underserved areas of Leon County. The Suwannee River Area Council's goal is to provide a quality, dynamic program of learning and adventure that builds well-rounded young people. Bond Elementary was the first to establish a troop.

The Leon County Sheriff's Office developed the **Youth Advisory Council** in 2020, which provides Leon County's young people with an active role in addressing youth issues. It is the mission of young advocates to advise the Sheriff, reach out to Leon County teens, inform them of existing opportunities and listen to suggestions on what the Sheriff's Office can do to improve its youth-oriented efforts. The Council is designed to bring topics of mutual interest to Leon County youth and local law enforcement directly to the attention of Sheriff McNeil through open dialogue.

The **Civil Citation Program** was developed to address a youth's behavior at their first encounter with the

juvenile justice system. The program saves millions of dollars that would otherwise be spent if youth were arrested and required to go through formal delinquency processing. The Civil Citation Program provides a second chance to those individuals who commit minor offenses. The program involves behavioral assessments, counseling, education, and community service; allowing the criminal justice system to focus on more serious offenders. The Leon County Sheriff's Office has placed a greater emphasis on diversions rather than arrests for Juveniles when the situation allows for it. The number of Civil Citations issued increased by 34% (from 81 to 109) in 2022. (Objective 4.8)



### *School Crossing Guards*

The School Crossing Guard Unit is made up of 22 seasonal part-time civilian members. They are responsible for the safety and education of school-age children on the proper safety requirements, while the children are in the designated crosswalks. All guards participate in the Florida School Crossing Guard Training Program (FSCGTP) to learn and understand proper crossing procedures and recognize and properly handle hazardous situations.







**Leon County Sheriff's Office**  
**2825 Municipal Way**  
**Tallahassee, FL 32304**  
**850-606-3300**



**@leonflso**



**@leonsheriff**



**@leoncosheriff**

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