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IACP ASSESSMENT RESPONSE

International Association of Chiefs of Police
Geographical and Operational Assessment




Executive Summary

Beginning in September 2019, the International Association of Chiefs of Police conducted a Geographical and Operational Assessment of the Jacksonville Sheriff’s Office. The IACP performed an evaluation of the overall operations and management of the JSO, with an emphasis on fair and impartial policing practices, community relations and trust building efforts. The evaluation compared the operations of the JSO to leading police practices and to other agencies of comparable size and scope.

Considering the challenges faced by the global pandemic, the IACP delivered its findings on July 19, 2021. The 132-page document outlined numerous positive assessments of the Sheriff’s Office processes as well as recommendations of how the agency could be more aligned with national standards and recommended best practices. A review of the report’s “Key Findings” is encouraged and provided as an addendum to this document.

Recommendations - Below is the listing of the recommendations regarding effective practices and JSO Status Indicator responses of which implementation has been completed or begun.

**Status
Indicator**

1.	<p>Patrol officers and first line supervisors need more discretionary time to train on new policies, to learn the nexus to the applications on the street, and for dedicated time to proactively engage with the community in a non-enforcement capacity.</p> <p><u>JSO Response:</u> The Director of Patrol & Enforcement and the Chief of Patrol have met with all of the Zone Commanders, Patrol Lieutenants and Sergeants to make sure this is a priority within all of the squads. – Assigned to Chief, Patrol Support Division.</p>	
2.	<p>The JSO could leverage a deeper understanding of the discipline process among its sworn officers by enhancing new, first-line supervisor training.</p> <p><u>JSO Response:</u> All new sergeants are required to complete a 40-hour New Sergeant Development course that the agency offers multiple times per year. Previously, the block of training dedicated to familiarizing students with the administrative investigation process was one hour. In September 2021, the block was expanded from one hour to 2.5 hours and now includes much more thorough instruction on the functions of the Internal Affairs Unit, conducting administrative investigations, and the agency’s disciplinary process. – Assigned to Assistant Chief, Public Accountability Section.</p>	
3.	<p>The JSO should formalize the exit interview process for all employee out-processing, including academy recruits.</p> <p><u>JSO Response:</u> All employees who resign/retire from the agency currently have the opportunity to complete an Exit Interview if they desire. The current exit packet has a section for an exit interview that should be completed prior to the employee leaving. – Assigned to Chief, Human Resources Division.</p>	

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4.	<p>To continue their organizational transformation, the JSO should continue to identify both short- and long-term goals as part of its strategic plan development process.</p> <p>JSO Response: The Jacksonville Sheriff’s Office has utilized the “<i>Strategic Plan Framework</i>” (5 years) since 2015. This document managed by the Strategic Planning Executive outlines with the <i>Sheriff’s Priorities</i> and the aligning objectives to meet each priority. Additionally, the JSO has executed Annual Goals that have specific objective for EACH DEPARTMENT and quarterly reporting requirements for accountable tracking. This document is reviewed by both the Sheriff and Undersheriff annually.</p> <p>Furthermore, any unforeseen projects that are identified as necessary have a route to be designed, evaluated and implemented through the JSO Professional Oversight Unit. – Assigned to Strategic Planning Executive.</p>	✓
5.	<p>Continue to work on the very promising relationship with Jacksonville University and expand the training budget to offer more leadership training opportunities in the Leadership Development Institute.</p> <p>JSO Response: For FY22, the Leadership Development Institute’s (LDI) budget was increased to \$20,000.00 dollars. This increase will allow JSO to provide additional training as well as expand the newly formed civilian leadership program, which is directly responsible for providing addition training for the civilian staff within JSO.</p> <p>Also, Jacksonville University, continues to partner with JSO by offering employees an opportunity to earn master’s degree in Public Policy Administration at a significantly reduced cost. In addition, JU makes campus facilities available to JSO to conduct training as needed. – Assigned to Assistant Chief, Training Section.</p>	✓
6.	<p>Formalize a succession plan for command staff, providing assistant chiefs/lieutenants/sergeants with assignments in various sections/units.</p> <p>JSO Response: The Sheriff’s Executive Staff meets regularly to discuss future vacancies and ensure personnel are given the opportunities in key positions to prepare them for future rolls. Additionally, in 2021, JSO established a Leadership Pathways Work Group to identify and adopt best practices in professional development for emerging leaders.</p> <p>Assigned to Director, Department of Personnel & Professional Standards</p>	●
7.	<p>Add the rank of corporal or master officer.</p> <p>JSO Response: The recommended positions would not benefit the agency’s staffing model.</p> <p>Assigned to Director, Department of Patrol & Enforcement.</p>	✗

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8.	<p>The Sheriff and his senior staff and task force leaders should meet on a re-occurring basis to review and assess intra-agency relationships and partnerships to prioritize agency resources and investments.</p> <p>JSO Response: The Sheriff and JSO leadership team work with area partners as well as stakeholders every day. For more formally organized groups, these meetings are scheduled monthly, quarterly or annually. This approach to information sharing along with the identification of critical resources is essential to the mission of the agency and its members. It is more than a “best practice”, it is how JSO does business. – Assigned to Strategic Planning Executive.</p>	✓
9.	<p>The JSO should consider the train-the-trainer concept to develop a core coaching and mentoring staff at various ranks (i.e., detectives, sergeant, lieutenant, etc.) by using already established leadership training courses from professional law enforcement associations which have specific coaching and mentoring components.</p> <p>JSO Response: JSO currently provides multiple opportunities for employees to receive leadership training both within and outside of the agency. For example, leadership course has been sponsored through LDI, academy classes as well as FDLE courses. Most training is provided at no cost to the employee, and they can attend the course on duty. Leadership training provided by professional law enforcement associations is also available to those who seek the training and are approved to attend. Additionally, in 2021, JSO established a Leadership Pathways Work Group to identify and adopt best practices in professional development for emerging leaders. – Assigned to Assistant Chief, Training</p>	●
10.	<p>JSO should continue to conduct in-depth best-practice reviews of new recruit training practices for any unsafe conditions, injury analysis, injury reporting structures, related attrition factors, and overall risk management.</p> <p>JSO Response: Since July 2020, JSO has hired a <i>Fitness & Wellness Coordinator</i> that is assigned to the Training Section. The primary function of the role is to standardize the physical training program for recruits, which includes documenting their progress, injuries and any reoccurring factors that may lead to injury. With a strong focus in strength and conditioning, this program identifies unsafe conditions and analyzes risk factors related to physical training for recruits. We utilize such procedures as “lightening alert alarm”, weather checks for heat index, having a medical bag and AED present at all physical training sessions, and a minimum of two people present to observe the class for potential hazards or injuries to recruits. The reporting structure for injuries is the <i>Injury on Duty</i> (IOD) reporting system for all JSO employees. This requires recruits to be medically cleared by a physician before returning to physical active at the academy. – Assigned to Assistant Chief, Training Section.</p>	✓

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11.	<p>Develop a robust internal, multi-directional (vertical and horizontal) communication system using some of the best practices found for improving internal communication such as:</p> <p>a. Improve internal communication systems (including social media).</p> <p><u>JSO Response:</u> While not a quantifiable metric of organization effectiveness, JSO uses several innovative approaches to sharing information with our members. JSO Social media encompasses Facebook, Twitter, and Instagram have robust audience many who are members. Informational Bulletins are utilized to communicate announcements pertaining to a broad medley of topics including position openings, new procedures as well as time-sensitive content.</p> <p>Assigned to Strategic Planning Executive</p>	
	<p>b. Establish a program to increase visibility of senior command staff. While challenging for large agencies, occasional visits by the Sheriff and upper-level command staff to roll calls and participating in ride-a-longs across the agency will increase trust and reduce rumors.</p> <p>c. Conduct department “open forums.”</p> <p><u>JSO Response:</u> Every year, Sheriff Williams holds bi-annual Roll Calls with ALL Sworn and Corrections personnel. He and the leadership meet every shift to discuss pertinent issues as well as “open the floor” for any questions.</p> <p>Assigned to Strategic Planning Executive</p>	
	<p>d. Require regular command and unit meetings.</p> <p>e. Institute unit level staff meetings on at least a monthly basis, including discussion of clarity of policy, mission, focus, and direction.</p> <p><u>JSO Response:</u> Per policy, all Squads are required to conduct action specific briefings, some are done daily based on the patrol roll calls and/or volume of cases, while other are handled weekly as updates on various projects.</p> <p>Assigned to Strategic Planning Executive</p>	
	<p>f. Establish Virtual Suggestion Boxes to solicit employee input.</p> <p><u>JSO Response:</u> JSO has had an Employee Suggestion Program in place for more than 10 years. It is a virtual platform that allows ANY agency member to submit ideas, questions or suggestions. The received feedback is submitted to a cross-departmental multi-rank employee comprised committee. Each accepted suggestion is vetted through the group to either warrant more information or be submitted to Professional Oversight Unit for evaluation of potential project design.</p> <p>Assigned to Strategic Planning Executive</p>	

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11.	<p>g. Establish employee working groups.</p> <p><u>JSO Response:</u> JSO has countless employee working groups – <i>Peer Achievement Awards, Police Memorial Day, LGBT Liaison Team, Best Practices in Recruitment Work Group, Leadership Development Workgroup</i>, and many more. These groups are self-directed and again, comprised of cross-departmental multi-rank employees.</p>	✓
	<p>h. Create a Bulletin or video in an electronic format which can be used in roll calls and throughout the Department to update members on critical issues regarding crime, outreach, training, police changes, hiring and personnel issues, etc. that build upon communication actions of the Undersheriff.</p> <p><u>JSO Response:</u> As mentioned previously, ALL employees receive Information Bulletins to disperse critical information that would cover the topic areas mentioned in the recommendation. - Assigned to Strategic Planning Executive.</p>	✓
12.	<p>Coordinate with Zone Commanders on transfers of patrol officers to specialized positions. Subsection (1) should also include the officer’s current Commander. Subsection (3) could be added to state something along the lines of “Coordinate an agreed upon transfer date with the member’s chain of command.”</p> <p><u>JSO Response:</u> The Chief of Patrol meets with all of the Zone Commanders at a minimum of two times per week to discuss staff concerns and transfers to make sure all needs are met at the zone level. – Assigned to Chief, Patrol Division.</p>	✓
13.	<p>Provide each Zone Commander with a weekly recap from each Department of Investigations & Homeland Security Assistant Chiefs or designee.</p> <p><u>JSO Response:</u> This task is accomplished through the weekly C.R.I.M.E.S. meetings with each unit reporting directly to the agency leadership and all other areas the series, patterns and trends related to criminal activities and strategies being implemented to address such activities. – Assigned to Director, Department of Investigations & Homeland Security.</p>	✓
14.	<p>Formalize on a scheduled calendar (quarterly, semi-annually, or annually) representatives from specialized units to address patrol roll calls on current, non-confidential investigations, wanted persons, crimes, etc. in respective zones.</p> <p><u>JSO Response:</u> This task is accomplished through the weekly C.R.I.M.E.S. meetings with each unit reporting directly to the agency leadership and all other areas the series, patterns and trends related to criminal activities and strategies being implemented to address such activities. Additionally, effective results are obtained with the Violent Crime Initiative Deployments. Assigned to Director, Department of Investigations & Homeland Security.</p>	✓

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15.	<p>The recent deployment of PowerDMS by the JSO should become the platform for more informed communications to ensure one clear and consistent message is delivered on all critical issues in the JSO.</p> <p><u>JSO Response:</u> PowerDMS is the agency wide platform for monthly roll call training, updating and distribution of policy, and the dissemination of critical information such as the deployment of new technology, legal bulletins and information bulletins. In addition, the Training Section has utilized PowerDMS to create an on-demand law enforcement video library for updated tactical training such as “<i>Prone Handcuffing</i>” techniques. The PowerDMS platform provides the agency with a reliable conduit for distributing clear, consistent messaging, updated training and policy information with individual accountability through mandatory employee electronic acknowledgement procedures. – Assigned to Chief, Professional Standards Division.</p>	✓
16.	<p>Engage in more proactive messaging and media relations.</p> <p><u>JSO Response:</u> Maximizing effective communication with the public and media is built into the functions of the Public Relations & Information Unit. Each social media platform has a practical limit to the amount of information that can be effectively pushed out; posts that contain critical public safety information cannot be “covered up” too quickly by non-critical posts. However, working within those constraints, the Public Relations & Information Unit continuously evaluates the effectiveness of each social media post and each correspondence with the media to ensure that the unit is dispersing as much useful information in as fruitful a way as possible. – Assigned to Assistant Chief, Public Accountability Section.</p>	●
17.	<p>Enhance community policing as the operational philosophy for the department via a department-wide Community Policing Strategy.</p> <p><u>JSO Response:</u> Community Policing is already an established strategy within the agency as noted in <i>Order 102 - Goals & Objectives</i> and <i>Order 210 - Patrol Function</i>. – Assigned to Director, Department of Patrol & Enforcement.</p>	✓
18.	<p>Continue to implement strategies that aligns JSO with the six guiding pillars for 21st Century Policing.</p> <p><u>JSO Response:</u> In addition to the citizens having the ultimate decision every four years through the election of the Sheriff, the Jacksonville Sheriff’s Office has the appropriate form and structure of civilian oversight to meet the needs of our community. Beyond electing the executive to carry out the administration of the agency, the community has additional oversight and input through multiple other interactions including: Sheriff’s Watch Program, a broad spectrum of group meetings with the Sheriff, JSO Open Data Transparency site (www.transparency.jaxsheriff.org), as well as the city-wide Civil Service Board. The JSO will continue to work with the members of our community to enhance the relationship between the JSO and the community.</p> <p>Assigned to Director, Department of Personnel & Professional Standards.</p>	●

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19.	<p>Both the Sheriff’s Leadership Team and the Stakeholders in the Community would benefit from enhancing and growing the Sheriff’s Watch program.</p> <p>JSO Response: The growth of the Sheriff’s Watch Program is a priority of the JSO. This flagship program of 19 meetings per month all over the city offers citizens the opportunity to discuss pressing issues directly with those JSO members serving in that area. The meetings also support participants learning about the operations of different division/units and attending community events. Furthermore, Sheriff Watch is offered in a variety of sub-categories: <i>Sheriff’s Watch - Neighborhoods</i>, <i>Sheriff’s Watch - Businesses</i>, <i>Sheriff’s Watch - River</i>, and <i>Sheriff’s Watch - Apartments</i> that allow the opportunity for any community member to join and take part. – Assigned to Assistant Chief, Community Engagement Section.</p>	
20.	<p>Continue the tools of community engagement and increase their structure, predictability, inclusiveness, formality, and participation by all levels of the department.</p> <p>JSO Response: There are a variety of current JSO efforts expound upon this idea. The following are just a few programs JSO has in operation: <i>Police Athletic League (JaxPAL)</i>, <i>Sheriff’s Watch</i>, <i>Citizen’s Academy</i>, <i>Police Explorers</i>, <i>Teen Police Academy</i>, <i>Teen Driver’s Challenge</i>, <i>Safety Patrol Trips</i>, <i>Officer Justice / McGruff</i> appearances.</p> <p>JSO has launched two new programs started in 2021:</p> <ul style="list-style-type: none"> – <i>OneCOP</i> (One Congregation, One Precinct) is a program which has partnered JSO patrol officers with more than 140 Houses-of-Worship. This initiative is part of national Faith & Blue campaign and Jacksonville can proudly boast that it has the most Houses-of-Worship participating out of any other city in this national program. – <i>Lights On! Program</i> focuses on assisting Duval County drivers in need of vehicle safety repairs. with broken vehicle lights receive a voucher instead of a citation. The voucher fully pays for the repairs. 1500 vouchers issued annually translates to 1500 positive interactions and 1500 safer vehicles on the road. <p>Along with the programs, there are annual events that the JSO participates in each year to include: <i>Coffee with a Cop</i>, <i>Sheriff Walks</i>, <i>Christmas for Kids</i>, <i>Shop with a Cop</i>, <i>Trunk or Treat</i>, <i>Safety Fairs</i>, and <i>Harmony in the Streets (HITS)</i>.</p> <p>JSO also partners up with several outside organizations that work to promote relationship building and a better community. These include: <i>Mayor’s Community-Based Crime Reduction (CBCR)</i>, <i>State Attorney’s Community Crimes Strategy Unit (CCSU)</i>, <i>Operation Save Our Sons (SOS) / Bridging The Gap</i>, <i>Local Initiatives Support Corporation (LISC)</i>, <i>Moms Demand Action</i> (in reference to reducing gun violence) and <i>Justice & Social Strategies (JSS)</i>. – Assigned to Assistant Chief, Community Engagement Section.</p>	

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21.	<p>Continue to seek data-driven and practical alternatives to arrests when appropriate.</p> <p><u>JSO Response:</u> The Patrol Chief meets with Crime Analysis Unit (CAU) daily. Additionally, the Chief and all Zone Commanders receive data from CAU to make sure <i>Notice to Appear</i> (NTAs) citations are being issued in lieu of a physical arrest. The Chief also consults with the State’s Attorney Office (SAO) to determine alternative means to arrest for juveniles. – Assigned to Chief, Patrol Division.</p>	
22.	<p>Expand Community Engagement and Community-Oriented Policing efforts and responsibilities across the entire Agency.</p> <p><u>JSO Response:</u> The Chief of Patrol Support continues to grow the Community Engagement Section staffing. This will allow personnel within the Section to coordinate with other agency personnel to implement more holistic community oriented policing strategies across entire agency. The Community Engagement personnel also conduct monthly / quarterly meetings with agency personnel to make sure engagement information is shared throughout the agency. – Assigned to Chief, Patrol Support Division.</p>	
23.	<p>JSO should expand the multifaceted community-based response to the homeless and those in mental crisis.</p> <p><u>JSO Response:</u> JSO is working with Lutheran Service of Florida Health Systems and Mental Health Resources Center to launch an innovative co-responder program that pairs law enforcement officers with certified mental health clinicians on regular patrols to address mental health crisis and homeless related calls for service. It is aimed to have 12 police officers, 7 licensed clinicians, 6 program managers and 1 program coordinator deployed throughout the city by the end of 2022. – Assigned to Chief, Patrol Division.</p>	
24.	<p>JSO should explore options to incentivize formal exit interviews of all employee separations to increase voluntary participation.</p> <p><u>JSO Response:</u> Incentivizing exit interviews would not guarantee accurate objective feedback from the exiting employee. – Assigned to Chief, Human Resources Division.</p>	
25.	<p>The project team has identified a series of recommendations across all sworn workforce profiles.</p> <p><u>JSO Response:</u> The JSO Human Resources Division will review the recommendations in reference to sworn workforce profiles to determine if changes are needed. The agency must follow municipal ordinances as well as collective bargaining agreements in reference to job positions. In addition, the City of Jacksonville Department of Employee Services is responsible for classification and compensation matters. Furthermore, duties for specific job positions are listed in the various unit procedures in the JSO Written Directive System. Supervisory and management roles are covered in <i>Order 501 - Direction and Supervision.</i></p> <p>Assigned to Chief, Human Resources Division.</p>	

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26.	<p>The project team has identified a series of recommendations across all civilian workforce profiles.</p> <p>JSO Response: The JSO Human Resources Division will review the recommendations in reference to civilian workforce profiles to determine if changes are needed. The agency must follow municipal ordinances as well as collective bargaining agreements in reference to job positions. In addition, the Department of Employee Services for the city is responsible for classification and compensation matters. Furthermore, duties for specific job positions are listed in the various unit procedures in the Written Directive System. Supervisory and management roles are covered in <i>Order 501 - Direction and Supervision</i>. Assigned to Chief, Human Resources Division.</p>	
27.	<p>The Training Academy and the agency as a whole should continue to thoroughly document, evaluate, and follow up on all training injuries so that trends related to environmental or procedural deficiencies can be quickly addressed and adjusted. Many injuries can be mitigated with proper warm-up and cool-down, proper nutrition and hydration, and a safe and progressive exercise program.</p> <p>JSO Response: All injuries are documented through the JSO Injury-On-Duty (IOD) reporting system which documents the circumstances surrounding any workplace injury. Furthermore, injuries that occur at the Academy are also reported to Florida State College -Jacksonville (FSCJ) staff that does additional, but separate documentation for the college. Instructors evaluate the cause of the injury to see if there is anything that can be done to mitigate the chance of more injuries based on the environment or procedure that is being used. The <i>JSO Fitness & Wellness Coordinator</i> uses standardize training plan to ensure proper warm up, cool-down and hydration while performing physical training consistent with the industry standards. The Coordinator teaches a nutrition module to every recruit class within their first week of training as well as offers additional classes for the rest of the agency. For our more strenuous physical training, JSO requires instructors to schedule a medical team to be present during the training to provide immediate medical attention and transport if needed. – Assigned to Assistant Chief, Training Section.</p>	
28.	<p>The department should make it mandatory to complete the sections of the Supervisor’s Investigation Report of Employee Illness or Injury form that were designed to allow supervisors and agency leaders to identify any workplace trends or other factors that may be contributing to injuries.</p> <p>JSO Response: Recently the Injury -On-Duty (IOD) paperwork transitioned into an electronic format. In the electronic format, the supervisor’s investigation of the injury is a required block that must be completed in order for the form to be submitted. Assigned to Chief, Human Resources Division.</p>	

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29.	<p>The JSO should establish a formal process to thoroughly document, evaluate, and follow up on all training and all agency injuries, with command level review, so that trends related to environmental, operational, or procedural deficiencies can be quickly addressed and adjusted.</p> <p><u>JSO Response:</u> The JSO Safety Officer currently reviews all Injury-On-Duty (IOD) reports in order to determine if there is a trend or pattern. The Safety Officer brings any concerns to the <i>Occupational Health personnel</i> or the <i>Chief of Human Resources</i> for further review and to determine if action needs to be taken. In addition, the department receives a weekly report from the city that summarizes all of the IOD claims for the past week. This weekly report is reviewed by the <i>Director of Professional Standards</i>, the Chief of Human Resources, the JSO Safety Officer, as well as the Occupational Health team. This review is to determine if any action needs to be taken in reference to specific IOD cases in order to prevent re-occurrence.</p> <p>Assigned to Chief, Human Resources Division.</p>	✓
30.	<p>For network security purposes, this condition should be addressed. At a minimum, the department should assign a non-sworn position to review network logs in order to safeguard against cyberattacks.</p> <p><u>JSO Response:</u> The JSO Information Systems Management Section (ISM) has developed a system to review network logs on a daily basis with the purpose of safeguarding against cyberattacks. These logs are reviewed collectively by <i>Security Team</i> personnel. The proliferation of cybersecurity threats and issues identified by recent incidents with other government agencies and private sector entities was the impetus for the creation of the <i>Security Team</i>. In addition to their primary responsibilities, the <i>Security Team</i> currently also works with the <i>Network Engineer</i> team to ensure that JSO has proper backups of electronic data. Further, the <i>Security Team</i> is responsible for ensuring that JSO is equipped with adequate threat defenses, monitoring, and incident response capabilities. Currently, the <i>Security Team</i> is understaffed, and staffing numbers are being evaluated for upcoming budget considerations.</p> <p>Assigned to Assistant Chief, Information Systems Management Section.</p>	●
31.	<p>The policy for deactivations deactivating and muting of BWC for officer conferences should be reviewed, and amended, to address the concern cited in the example.</p> <p><u>JSO Response:</u> The JSO Body Worn Camera (BWC) Policy was revised September 2021. Under the new policy, “<i>officer conference</i>” is no longer a condition triggering deactivation. When the revised policy was issued, an Information Bulletin highlighting the most important changes was also issued to all agency members. It was clearly stated that all portions of Calls For Service and On-View activity shall be recorded to include officer conferences, tactical planning, and supervisory consultations. Mute functionality was deactivated for all officers, eliminating the possibility of an officer muting, then failing to reactivate sound recording.</p> <p>Assigned to Lieutenant, Body Worn Camera Unit.</p>	●

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32.	<p>Establish a clear and effective personnel position accountability program that establishes specific authorized strength for each unit and objective tools for determining, justifying, and assigning staff.</p> <p><u>JSO Response:</u> The department is working on implementing a staffing system that will assist in determining the most appropriate allocation of resources throughout the department for each division. – Assigned to Chief, Human Resources Division.</p>	
33.	<p>The JSO should review its deployment and tasked functions and identify those functions that are not vital to the department’s core mission.</p> <p><u>JSO Response:</u> The agency has an exhaustive review process for all its functions and policies. The Compliance Section routinely conducts inspections and ensures that the Jacksonville Sheriff’s Office is in compliance with established rules and standards. Assigned to Director, Department of Patrol & Enforcement.</p>	
34.	<p>The department should conduct a cost-benefit analysis to evaluate whether the workload justifies the resource expenditures for special units currently in operation and for such operations now and into the future.</p> <p><u>JSO Response:</u> The Budget Evaluation Process allows the JSO Department Directors to conduct a cost-benefit analysis for all special units and operations. – Assigned to Director, Department of Investigations & Homeland Security.</p>	
35.	<p>Officers assigned to Guardian Program overtime hours should be assigned, whenever possible, to schools located within the boundaries of their regular sector assignment in order to also advance community policing goals.</p> <p><u>JSO Response:</u> Going forward, when officers sign up for the Guardian Program Overtime post, they will be assigned to their sector as availability makes possible. If not possible, the officer will be assigned to work within the patrol zone in which they serve so that they are able to advance community policing goals within the community. – Assigned to Sergeant, Secondary Employment Unit.</p>	
36.	<p>There are several specialized units that could be decentralized from headquarters to the zone.</p> <p><u>JSO Response:</u> JSO specialized units are not decentralized to the Zones because their work carries them throughout the entire city. With the teams contained within one Section/Division, continuity of supervision of training and mission templates is obtained. Assigned to Chief, Homeland Security Division.</p>	
37.	<p>The Narcotic Section’s Major Case Unit and Mid-Level Unit under the Department of Investigations and Homeland Security, Homeland Security Division, Narcotics & Vice Section, could be combined. Auto Crimes would remain in the current structure.</p> <p><u>JSO Response:</u> The recommendation to combine Major Case and Mid-Level Narcotics should not be implemented. These areas of expertise target different types and sizes of drug trafficking organizations requiring specific scope of work assignment and resources. Auto Crimes is not part of Narcotics & Vice. - Assigned to Assistant Chief, Narcotics & Vice Section.</p>	

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<i>Recommendations cont'd</i>		Status Indicator
37.	<p>The Narcotic Section’s Major Case Unit and Mid-Level Unit under the Department of Investigations and Homeland Security, Homeland Security Division, Narcotics & Vice Section, could be combined. Auto Crimes would remain in the current structure.</p> <p>JSO Response: The recommendation to combine Major Case and Mid-Level Narcotics should not be implemented. These areas of expertise target different types and sizes of drug trafficking organizations requiring specific scope of work assignment and resources. Auto Crimes is not part of Narcotics & Vice. - Assigned to Assistant Chief, Narcotics & Vice Section.</p>	
38.	<p>Assign personnel on decentralized SWAT to zone level task forces and other similar units.</p> <p>JSO Response: The JSO SWAT Team will continue with its current format as a full-time unit. JSO specialized units are not decentralized to the Zones because their work carries them throughout the entire city. With the teams contained within one Section/Division, continuity of supervision of training and mission templates is obtained. - Assigned to Assistant Chief, Special Operations Section.</p>	
39.	<p>Personnel deployment be assigned to assure sufficient staffing in patrol, thereby creating an environment conducive to having officers feel a greater sense of ownership in their assigned areas. (IACP Rec. #39)</p> <p>JSO Response: The Director of Patrol & Enforcement has prioritized the assignment of appropriate level of staffing for our patrol resources. Therefor it is the intention of the agency to assign the majority of newly hired officers to Patrol & Enforcement Department. This operational plan will allow officers more time to conduct on view actively and foster more meaningful relationships with the citizens they serve. – Assigned to Chief, Patrol Division.</p>	
40.	<p>Revise method for handling shoplifters; increase use of Notice to Appear; train store security to complete reports, charging documents, etc.</p> <p>JSO Response: The Patrol Chief meets with Crime Analysis Unit (CAU) daily. Additionally, the Chief and all Zone Commanders receive data from CAU to make sure <i>Notice to Appear</i> (NTAs) citations are being issued in lieu of a physical arrest. The Chief also consults with the State’s Attorney Office (SAO) to determine alternative means to arrest for juveniles. – Assigned to Chief, Patrol Division.</p>	
41.	<p>While there is an established protocol on holding calls that places the first level of response on the communication supervisor, this may not be the most effective. It is recommended that patrol supervisors become involved in the decision to hold earlier (20 minutes) and have the primary authority when to hold calls since the fall out for holding calls will rest at the patrol zone levels. Specific policies will ensure a standardized approach across the city.</p> <p>JSO Response: The Patrol Supervisors have an open line of communication with the on-duty Communication Watch Commander to address any real time call handling concerns or recommendations. – Assigned to Chief, Patrol Division.</p>	

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<i>Recommendations cont'd</i>		Status Indicator
42.	<p>The agency should conduct a cost benefit analysis of the aviation unit (helicopter).</p> <p><u>JSO Response:</u> Crime Analysis data related to the Calls For Service involving the Aviation Unit provide a clear demonstration that the benefits of the JSO Aviation Unit are enormous. The Aviation Unit assists Patrol & Enforcement and Investigation & Homeland Departments with daily high priority calls for service and investigations. This includes missing person investigations, special events, Mutual Aid requests which cannot be measured in cost benefit figures. – Assigned to Chief, Patrol Support Division.</p>	✓
43.	<p>JSO should right size the Mounted Patrol Unit to make the most of the benefits of maintaining this unit. If that cannot occur, then disband the unit.</p> <p><u>JSO Response:</u> In 2021, the Mounted Unit purchased 3 additional horses to bring the unit inventory to 6 horses. The unit also has added a Sergeant and additional officer to round out the team. The future goal is to have 8 horses to assist with the increase of community engagement, missing persons investigations and protest requests. - Assigned to Chief, Patrol Support Division.</p>	●
44.	<p>In the Civil Process Unit, use a standardized approach on process of eviction, giving notice on one day and a day or 2 later, carry out the eviction.</p> <p><u>JSO Response:</u> Ongoing training is scheduled with both teams carrying out evictions. – Assigned to Lieutenant, Civil Unit.</p>	●
45.	<p>The Offender Tracking Unit and Felony Registration Unit should be placed under the Department of Investigations and Homeland Security, Major Case Section with the Special Assault Unit.</p> <p><u>JSO Response:</u> This recommendation was reviewed and found to not be a good organizational fit. - Assigned to Director, Department of Patrol & Enforcement.</p>	✗
46.	<p>The department should expand the programs that allows retired officers in the auxiliary program.</p> <p><u>JSO Response:</u> The JSO Auxiliary Unit currently has 20 retired officers and is proactive in reaching out to retired officers to join the unit. This unit is force multiplier and a huge benefit to the agency and community. Current evaluation is underway to consider expanding the unit duties to assist patrol personnel with lower priority calls for service. – Assigned to Chief, Patrol Support Division.</p>	●
47.	<p>The Sheriff’s Posse is a cadre of civilian volunteers. These individuals can be used to supplement agency staff with administrative tasks, follow up phone calls, etc. The program needs to be expanded and formalized, with possible consideration given to moving it under the Auxiliary Unit.</p> <p><u>JSO Response:</u> The Patrol Support chain of command have met on several occasions to discuss rebranding, growing, and expanding the duties for the <i>Sheriff’s Posse</i>. Opportunities for improvement have been identified for implementation in the coming year. The volunteer organization will remain within the Community Engagement Section under which it is better suited for continuity of oversight. – Assigned to Chief, Patrol Support Division.</p>	●

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	<i>Recommendations cont'd</i>	Status Indicator
48.	<p>Use crash data and time spent on traffic complaints to evaluate the deployment, staffing, and mission of the specialized motor unit using a cost-benefit approach.</p> <p><u>JSO Response:</u> As the city experiences a record high in traffic crash fatalities, enforcement and education aimed at ensuring safe traffic flow is essential to many facets of a city comprised of over a million people. To combat the challenge and respond to the daily traffic crash data, the Motor Unit possess the capability to conduct traffic enforcement deployments by proactively intervening in dangerous driving behavior before crashes occur. Equipped, trained and available to conduct traffic enforcement deployments as well as dignitary protection missions, the Motor Unit saves lives by protecting, engaging, and educating motorist to ensure Jacksonville is a safe place to visit, reside and operate a vehicle thereby a cost analysis could not qualitatively demonstrate its value. - Assigned to Assistant Chief, Special Patrol Section.</p>	
49.	<p>Conduct a cost/benefit analysis to determine if this is the most efficient and effective means for DUI enforcement.</p> <p><u>JSO Response:</u> As the city experiences a record high in traffic crash fatalities and arrests for driving while under the influence, enforcement aimed at saving lives is a necessity. To combat the challenge and respond to the data, officers specialized in both detection and investigation of driving while under the influence is essential to achieve agency core values, goals, and objectives. It is also worth noting that specialized equipment required to successfully detect motorist operating vehicles under the influence of alcohol or drugs involves undercover vehicles and state-of-the-art video recording systems designed to capture violators and document Field Sobriety Exercises (FSE's). This equipment is not currently available to patrol officers and would be costly to expand across all six zones. The same can be said regarding advanced training which focuses on perfecting the integral details of conducting a FSE required to stand the test of an experienced defense attorney during trial. The DUI Enforcement Unit also allows the agency to have more of a proactive approach to removing drivers, who are driving under the influence, from the road before a traffic crash occurs rather than after thereby a cost analysis could not qualitatively demonstrate its value. - Assigned to Assistant Chief, Specialized Patrol Section.</p>	
50.	<p>Evaluate transferring Crossing Guard responsibility and program to School Police. Absent this, establish a non-sworn chain of command with Crossing Guards.</p> <p><u>JSO Response:</u> This recommendation was presented to our partners at Duval Schools Police, who responded that they did not have the capacity to manage the 300-plus Cross Guards currently necessary to provide safe access to the schools. - Assigned to Director Nick Burgos, Department of Patrol & Enforcement.</p>	
51.	<p>Many Community Engagement units/functions are underfunded to provide the specialized services that disenfranchised portions of the community need. The JSO should enlist the corporate community of Jacksonville to create a Police Foundation.</p> <p><u>JSO Response:</u> The JSO has partnered with outside not-for-profit foundations to help fill the gap in funding community engagement functions. – Assigned to Director, Department of Personnel & Professional Standards.</p>	

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<i>Recommendations cont'd</i>		Status Indicator
52.	<p>Move Police Explorers from Safety and Protection Community Engagement to PAL, or at least increase coordination. Use PAL to supplement community walks to better interact with youth.</p> <p>JSO Response: The Safety & Prevention Unit handles most of the programs and events that are geared more towards law enforcement and community interaction, thereby the Police Explorers is well suited to be assigned to the Unit. The new Teen Police Academy is now used as a recruitment tool for the Police Explorer Program, which are both run by the Safety & Prevention Unit. The Police Explorer Program is also used as a recruitment tool for Community Service Officers and Corrections Officers. - Assigned to Assistant Chief, Community Engagement Section.</p>	
53.	<p>Implement internal scheduling changes to Tele-Serv and create a civilian staff augmented by disabled officers. Do not staff with disciplinary cases.</p> <p>JSO Response: This recommendation of civilians in Tele-Serv could be explored more. These civilians could be used in other circumstances such as critical or emergency situations (ICS). Any restructuring of status of officer status (pending discipline and/or disability) would have to be vetted through the Fraternal Order of Police to negotiate workplace restructuring while awaiting disciplinary reviews. – Assigned to Assistant Chief, Community Engagement Section.</p>	
54.	<p>Organizationally, Tele-Serv would be better served/placed under Support Services (Records or Communications) than in its current location in Community Engagement.</p> <p>JSO Response: There is a required evaluation of this recommendation that would need to be investigated by the Public Accountability Section and Human Resources Division. The issue of police officers answering to civilian supervisors would need to be addressed (unless the unit turns into a civilian position). – Assigned to Assistant Chief, Community Engagement Section.</p>	
55.	<p>JSO should evaluate moving the Mounted Unit and the Mobile Field Force Function under the Special Events Unit.</p> <p>JSO Response: The Mobile Field Force has been moved under the Special Events Section. The Mounted Unit will remain under the Patrol Support Section. The Mounted Unit receives numerous requests from Patrol (missing person searches, community engagement and special events). The Mounted Unit is better suited within the Patrol Support Section so it can continue to support all of the different requests across the entire agency. – Assigned to Chief, Patrol Support Division.</p>	
56.	<p>JSO should implement a foundation program similar to many agencies across the country, which would allow for private entities to provide assist to JSO in a number of areas such as financial, training and equipment.</p> <p>JSO Response: The JSO has partnered with outside non-for-profit foundations to help fill the gap in funding for training and equipment. – Assigned to Director, Department of Personnel & Professional Standards.</p>	

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<i>Recommendations cont'd</i>		Status Indicator
57.	<p>By locating the traffic homicide unit under the same command as specialized traffic enforcement the agency will increase its data analysis and increase capacity of both functions through cross training.</p> <p><u>JSO Response:</u> The training for Traffic Homicide is unique to that unit and separate from the training for our specialized traffic enforcement. The data analysis is compiled by our Crime Analysis Unit (CAU) and is not compartmentalized. It is available to both units. – Director, Department of Investigations & Homeland Security.</p>	
58.	<p>Increase in staffing and equipment for Marine and Dive Units in preparation for the new riverfront that may have possible increase in water-related incidents and security.</p> <p><u>JSO Response:</u> In 2021, the JSO Marine Unit has added an additional Sergeant to the Unit. New equipment has been purchased for both the Marine Unit and Dive Team and adding additional personnel has been discussed. – Assigned to Assistant Chief, Special Operations Section.</p>	
59.	<p>Increase in staffing for the Street Level Narcotics Unit; two sergeants and 16 detectives.</p> <p><u>JSO Response:</u> The department is working on implementing a staffing system that will assist in determining the most appropriate allocation of resources throughout the department for each division. That system would decide if and how much of an increase in street level narcotics is needed. – Assigned to Chief, Human Resources Division.</p>	
60.	<p>Schedule periodic review of undercover officers and supervisors.</p> <p><u>JSO Response:</u> Supervisors and commanding officers continuously evaluate personnel for signs of excessive stress or mental fatigue in addition to the annual performance reviews all members of the agency receive. - Assigned to Assistant Chief, Narcotics & Vice Section.</p>	
61.	<p>Increase in staffing for Internet Crimes Against Children (ICAC) Unit; one sergeant and four detectives.</p> <p><u>JSO Response:</u> Staffing increase for ICAC is part of the current operational plan and will occur over a period of time. Potential candidates are being recruited and evaluated during work-alongs. – Assistant Chief, Narcotics & Vice Section.</p>	
62.	<p>Establish an organizational climate of strategy, accountability, accessibility, and responsibility in support of Intelligence-Led Policing (ILP).</p> <p><u>JSO Response:</u> The referenced intelligence-led policing resources are regularly presented and discussed at length during the weekly C.R.I.M.E.S. meeting (each Wednesday 10AM) and also available in REAL TIME to ALL members of the agency. Any employee looking to gather specific data can do so via an interactive SharePoint site maintained by the Crime Analysis Unit. The landing page offers a customized dashboard related to Firearms Crimes and Calls For Service along with interactive maps and reports. - Assigned to Administrator, Crime Analysis Unit.</p>	

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	<i>Recommendations cont'd</i>	Status Indicator
63.	<p>Enhance crime analyst services in each patrol zone using civilian crime analysts.</p> <p>JSO Response: The Crime Analysis Unit currently supports each zone with a designated <i>Zone Analyst</i>. These analysts provide the C.R.I.M.E.S. Officer with information on noteworthy crimes, patterns, series and trends occurring within the zone. The roles for the Crime Analyst and the C.R.I.M.E.S. Officer differ in many ways. C.R.I.M.E.S. Officers handle administrative tasks to help their Zone Commander prepare and assess the data on a daily and weekly basis as well as serve as a liaison between the Crime Analyst and Officers on the street.</p> <p>JSO’s Crime Analysts have extensive knowledge and skills in the methods and techniques used in research and analysis of criminal data. This knowledge comes from both education and experience. Analysts in the Crime Analysis Unit hold at least a bachelor’s degree with most having a Master’s Degree. They have enhanced skillsets utilizing relational databases to mine the data to identify potential suspects, associates and other key players within an investigation. – Assigned to Administrator, Crime Analysis Unit</p>	
64.	<p>Upon attrition, retirement, or promotion, replace sworn officers with civilians in the Technical Support Unit and Computer Forensics Unit.</p> <p>JSO Response: Notwithstanding the high cost of civilian personnel with the necessary training for these positions, the sworn personnel perform dual roles by assisting with search warrants, stakeouts and other secondary assignments that require police powers. – Assistant Chief, Narcotics & Vice Section.</p>	
65.	<p>The Communications Center should implement a written policy for conducting formal exit interviews of all personnel who voluntarily separate from service and conduct analysis on the primary reasons for Communications Center employee attrition.</p> <p>JSO Response: Recommendation is supported with modification. The mandate to conduct formal exit interviews of all personnel who voluntarily separate from service and conduct analysis on the primary reasons for the employee attrition, should be a JSO wide initiative. As such, it is recommended that the decision regarding the recommendation be reviewed and decided upon by the Human Resource Division. – Assistant Chief, Communications Section.</p>	
66.	<p>Similar to recent changes and efficiencies implemented by the JSO Recruitment & Selection Unit for police and correctional hiring, the Communications Center should look to see if similar changes (e.g., conducting multiple hiring steps at one event, requiring a self-screening instrument, and maintaining closer contact between recruiters and applicants) would help improve the percentage of successful applicants.</p> <p>JSO Response: Recommendation is supported with modification. It is agreed the Communications Section should have an active role in the recruiting and hiring process for Police Emergency Communications Officers (PECO). However, the responsibility to recruit along with the hiring process is a function of the Human Resource Division. As such, it is recommended that the follow up on this recommendation be reviewed by the Human Resource Division. – Assistant Chief, Communications Section.</p>	

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<i>Recommendations cont'd</i>		Status Indicator
67.	<p>The JSO should monitor, evaluate, predict, and potentially adjust civilian staffing levels in both the BWC Unit and the Public Records Section to effectively handle projected increases in public records requests for these videos. A time study and workflow analysis of the processes should be considered in order to identify any possible inefficiencies and make adjustments, where warranted. JSO currently monitors, evaluates and attempts to predict staffing levels in the Public Records Unit.</p> <p>JSO Response: With the ever-increasing demands for Public Records and/or BWC footage, staffing levels should be increased to match the demand. An additional supervisor in the PRU should be hired with each having 6 coordinators assigned to them. A workflow analysis is scheduled to be completed in the first quarter of 2022 for all units in the Services Department. - Assigned to Assistant Chief, General Support Section.</p>	
68.	<p>The JSO leadership should meet with the Chief Judge to discuss ways to identify permanent process improvements and efficiencies.</p> <p>JSO Response: The JSO Investigations Division leadership maintains a strong working relationship with the States Attorney Office. That relationship allows the members of the division to train and continuously focus efforts on improvement as it relates to changes in the judiciary. The 4th Judicial Chief Judge and the Sheriff routinely have conversations about process improvements and court related operations. - Assigned to Chief, Investigations Division.</p>	
69.	<p>Improve leveraging social media to push out more positive day-to-day recognition of the operational actions of the men and women of the JSO in addition to the already stellar information delivered about planned community engagements.</p> <p>JSO Response: Positive stories about law enforcement officers are vital to connecting with the community. In November 2021, the Public Relations & Information Unit reinstated the “<i>Behind the Badge</i>” campaign to its social media platforms, which features a JSO member in the context of his/her background (e.g., childhood, previous career, personal accomplishments, etc.). Also, the Strategic Planning Executive liaison with JSO’s Zone Commanders to find stories that can be told that highlight the positive interactions officers have with the community. - Assigned to Assistant Chief, Public Accountability Section.</p>	
70.	<p>The JSO should consider reorganization of its media relations personnel into an actual media relations bureau modeled after professional news media operations.</p> <p>JSO Response: The Public Relations & Information Unit currently has three Public Information Officers and one Public Relations Executive, who manage JSO’s social media platforms and work with the local news media to deliver timely information to the public. The Public Information Officers are accessible 24-hours a day for emergency media inquiries and report to a police Lieutenant, who is responsible for providing direction on handling situations that deviate from standard protocols. The mission of the unit is to keep the public informed of public safety matters, which is not in alignment with traditional news media outfits. - Assigned to Assistant Chief, Public Accountability Section.</p>	

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71.	<p>The JSO should consider adding a civilian position to the PIO unit that includes a person with a media background. Some of their responsibilities should include responding to comments and inquiries in a timely manner and to grow the department’s use of social media to convey information to the public.</p> <p><u>JSO Response:</u> The insight offered by a civilian with a media background would be beneficial, but the effectiveness of this employee would be limited if he/she did not also have law enforcement experience. A large part of the public information and relations function for JSO relies on addressing criminal incident questions and adhering to laws governing public records. The benefit of the media background can also be obtained by establishing deeper relationships with members of the media to gain insights into newsroom operational processes. These relationships are currently fostered through regular meetings with the local stations and daily phone calls with news directors, assignment desk managers, and journalists. – Assigned to Assistant Chief, Public Accountability Section.</p>	
72.	<p>The JSO should consider a media relations strategic plan which includes adopting a 24/7 newsroom operation as this will elevate the already high public trust and it will increase morale by recognizing the everyday actions of its personnel across the agency.</p> <p><u>JSO Response:</u> The current media relations strategy followed by JSO has allowed the agency to maximize its resources to deliver information to the public and media as quickly and efficiently as possible. Specifically, in Summer 2021, the daily scheduled hours of the Public Relations & Information Unit expanded to 8:00am to 9:00pm. These expanded office hours allow the unit to cover the evening time frame, so that media outlets could more easily communicate with Public Information Officers to obtain information needed for their evening broadcasts. – Assigned to Assistant Chief, Public Accountability Section.</p>	
73.	<p>The JSO should continue to monitor and evaluate the caseload in Internal Affairs (IA), especially in light of increased workload from BWC activity. A time study and workflow analysis of the IA investigation process should be considered in order to identify any possible inefficiencies and make adjustments, where warranted.</p> <p><u>JSO Response:</u> The implementation of the Body-Worn Camera (BWC) program has added a significant amount of workload to the Internal Affairs Unit. Each BWC recording associated with a complaint must be viewed in full as a part of the investigative process. In most cases, pertinent interactions are captured by multiple officers on their BWCs, resulting in a substantial amount of required viewing. As the amount of BWC recordings have increased each year since the implementation of the program in 2018, the Internal Affairs Unit has turned to commanding officers in the field to view recordings involving allegations against their employees, when feasible. However, the majority of BWC recordings must still be reviewed by the Internal Affairs Unit, which will soon require additional staffing to keep up with the demand. – Assigned to Assistant Chief, Public Accountability Section.</p>	

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74.	<p>Consider the addition of an administrative sergeant to assign cases and a working police sergeant to conduct investigations involving higher ranking personnel.</p> <p><u>JSO Response:</u> Shortly after the IACP assessment began, an additional sergeant position (<i>Investigative Sergeant</i>) was added to the Internal Affairs Unit who is responsible for the intake and processing of complaints, including viewing BWC recordings associated with them. The other sergeant (<i>Administrative Sergeant</i>) monitors the detectives’ cases and serves as the first-line reviewer for all formal case summations. Additionally, both sergeants are also used to handle investigations of higher-ranked personnel. - Assigned to Assistant Chief, Public Accountability Section.</p>	✓
75.	<p>JSO should consider upgrading all IA investigator positions to sergeant.</p> <p><u>JSO Response:</u> Currently, Internal Affairs detectives serve as investigators who collect evidence and conduct interviews to establish the facts for each administrative case. The two Sergeants and Lieutenant assigned to the unit assist the detectives by conducting interviews of higher-ranked personnel when prudent. This balanced approach allows JSO to leverage the rank of the Sergeants and Lieutenant when necessary while keeping the overall labor costs of the unit minimized (sergeants are paid 20% more than detectives). – Assigned to Assistant Chief, Public Accountability Section.</p>	✗
76.	<p>Consider moving IA to an off-site location in order to make it less intimidating for citizens and to reduce the stigma for officers reporting to the headquarters office.</p> <p><u>JSO Response:</u> While the office for the Integrity & Special Investigations Unit (ISIU)—the unit responsible for conducting criminal investigations involving JSO personnel—is an off-site location, the office for the Internal Affairs Unit should remain in the Police Memorial Building (PMB) for several reasons:</p> <ul style="list-style-type: none"> Personnel from the Internal Affairs Unit meet with members of the Sheriff’s Staff (who are also housed in the PMB) on a daily basis. JSO has an online complaint portal that allows for citizens to file complaints—anonously if they choose to do so—on a computer or phone at any time. The majority of complaints are received via this portal. The Internal Affairs Unit has no record of any citizen complaining about the location of the PMB or the desire to have an additional physical location to use for filing complaints against JSO personnel. The facilities and maintenance costs associated with maintaining such a location would be significant. <p>- Assigned to Assistant Chief, Public Accountability Section.</p>	✗

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77.	<p>Patrol officer authorized strength should be aligned with calls for service workload demands in the community.</p> <p><u>JSO Response:</u> The department is working on implementing a staffing system that will assist in determining the most appropriate allocation of resources throughout the department for each division. The specific assignment of patrol officers should be reflective of the number of calls for service received for area and time of day. Patrol command staff should determine those assignments based on their analysis. – Assigned to Chief, Human Resources Division.</p>	
78.	<p>Establish an enhanced multifaceted alternate reporting program.</p> <p><u>JSO Response:</u> The reporting system is from an outside vendor that Information Systems Management Section (ISM) would have to coordinate with to request, modify, and implement changes. – Assigned to Assistant Chief, Information Systems Management</p>	
79.	<p>Establish clear lines of Geographic Accountability within the agency.</p> <p><u>JSO Response:</u> The current prescribed layout of the patrol zones (6) demonstrates an effective management of the operations within those areas. While variations of size and populations served exists amongst each zone, the overall manpower is allocated with an appropriate balanced. However, increases/decreases in staffing would be reflective of changes to the trends reported in incidents, calls for services, and influx of population. – Assigned to Chief, Patrol Division.</p>	
80.	<p>Within each zone, review how sectors and sub-sectors are set up and assigned and designate neighborhoods and geography within each zone for coverage by the same officers and supervisors so that those officers and supervisors are responsible for that geography.</p> <p><u>JSO Response:</u> The Patrol Lieutenants are currently assigned regular watches in which they have sergeants and officers tasked with Calls For Service, On-View activity and conducting monthly meetings with citizens and private sector stakeholders within the Sectors. This management approach provides an opportunity for the officers to build a true relationship with the citizens that live and work in these areas. These interactions are tracked on the Patrol Share Point Site (A/C, Lt, and Sgt.’s Community Walks, etc.). Assigned to Chief, Patrol Division.</p>	
81.	<p>The department should continue to fully stress sector integrity and to assign the same team of officers and supervisors geographically so that they are directly responsible for those areas.</p> <p><u>JSO Response:</u> This is a high priority for the agency to provide for building of trust between supervisors, officers and the citizens they serve within these sectors. There are exceptions to this concept if there is staffing shortages for that day and adjustments are made on a short time basis by the Patrol Watch Commander. – Assigned to Chief, Patrol Division.</p>	

This response document provides a response summary to the suggestions provided within the IACP “Geographical & Operational” Assessment, where:

Red indicates that the recommendation is not currently specifically addressed;

Yellow indicates JSO is beginning to develop activities related to the recommendation;

Green indicates JSO is working on the recommendation and on track to implement it;

✓ indicates issue is fully executed.

IACP ASSESSMENT RESPONSE

International Association of Chiefs of Police
Geographical and Operational Assessment

<i>Recommendations cont'd</i>		Status Indicator
82.	<p>JSO should evaluate revising the patrol work schedule, including consideration of the following areas:</p> <p>a. Using geographic policing, or permanent beat assignments.</p> <p><u>JSO Response:</u> It is the general practice that Patrol Officers are assigned permanent sub-sectors.</p>	✓
	<p>b. Placement of personnel within the teams/beat assignments should remain consistent for one year; although, officers could vary shifts during that time. This type of distribution will help with geographic policing, but it will also help with performance evaluations and consistency of supervision.</p> <p><u>JSO Response:</u> It is the general practice that Patrol Officers remain on their assigned sub-sector unless the Watch Commander makes the necessary change due to crime issues or shortage of manpower for the time period.</p>	✓
	<p>c. Develop scheduling alternatives that provides opportunities for individual and shift level training without impacting overtime budgets.</p> <p><u>JSO Response:</u> The Patrol Chief and Crime Analysis Unit (CAU) management are continuously meeting and discussing alternate time periods for patrol to address seasonal or pattern /series /trends within the zones. This has been done to address these issues which assists with the annual budget. – Assigned to Chief, Patrol Division.</p>	✓
83.	<p>Infrastructure Unit and Hazardous Devices Unit should be included in the planning design of the downtown redevelopment initiative.</p> <p><u>JSO Response:</u> There are robust long-time JSO liaison relationships already in place with these entities (DVI, Jaguars, Special Events, City Hall, etc.) – Assigned to Chief, Homeland Security Division.</p>	✗