

*SANTA ROSA COUNTY SHERIFF'S OFFICE
DETENTION DIVISION*



STRATEGIC PLAN 2014 -2017

*.SANTA ROSA COUNTY SHERIFF'S OFFICE
DETENTION DIVISION
Cultural Mandates*

Your culture is what your people are doing when no one is looking

Goals:

What can we do better than any other agency

Where are people on the balance sheet? Assets or liabilities?

What are we doing to become a world famous agency?

If we can't be the absolute best at it, why are we doing it?

*.SANTA ROSA COUNTY SHERIFF'S OFFICE
DETENTION DIVISION
VISION AND COMMITMENT*

- ❖ To build a culture of cooperation and accountability
 - ❖ Find solutions to perform jobs more effectively
 - ❖ Maintain a sound correctional environment
 - ❖ Make decisions based on “what is best for facility” not an individual unit or person
 - ❖ Streamline operations/budget restraints
 - ❖ Review operations – status quo not acceptable
 - ❖ Stay FCAC Accreditation ready all the time/Florida Model Jail Standards and PREA
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- ❖ In the 2011-2013 strategic plan – all goals were met

SANTA ROSA COUNTY SHERIFF' S OFFICE
DETENTION DIVISION
Community Out Reach Program

- 2012 – We implemented a community out reach program. “ Detention Special Programs Initiative”
- The Detention Division participated in the following programs: Canna For Manna Food Bank for Santa Rosa County Florida – Coats For Kids for Santa Rosa County Florida – Cram The Van for Santa Rosa County Florida. The Detention shifts along with contract companies (Armor & Aramark) competed with each other for the most items collected. The team that collected the most items received a pizza party or sub party paid for by Detention Administration personnel.

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Detention Division
Community Out Reach Program*

- 2013 – 2015
- Goals:
- Partnership with Habitat for Humanity
- Partnership with Cram the Van
- Partnership with Coats for Kids

DETENTION DIVISION COMMUNITY OUTREACH PROGRAMS



Santa Rosa County Sheriff's Office
Detention Division
Communication

- Training emails
- Newsletters
- Deputy of the Quarter
- Detention Administration update emails to all employees
- Facebook
- Supervisor Workshops – ownership of decisions
- Implemented suggestions from employees – review of suggestion and response to employee

Santa Rosa County Sheriff's Office
Detention Division
Strategic Plan Implementation

- Key goals/ outcomes/objectives
- 1st steps
- Contingencies
- Measure
- Involvement/supervision/teams
- Current Resources

Santa Rosa County Sheriff's Office
Detention Division
ERT Team

- Implemented pre briefing / post briefing documented
- Search grids
- Cross training with Department of Corrections
SERT Teams
- Inventories of equipment / purchases of new
equipment
- Participating in scenarios in the facility
- Participating in high risk transports with DOC

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DETENTION DIVISION
ERT TEAM*



The ERT team currently consist of 18 members. ERT members are assigned to various shifts to be able to respond to the facility if needed to assist the current ERT members who are on duty. The allotment of members to various shifts offers the facility back up at all times.

The ERT Team Coordinators evaluate incident reports to schedule cell searches if elevated contraband levels exist in a housing area.

The ERT Team participates in special programs/functions conducted in the facility.

ERT Goals: Implement quarterly emergency drills that are realistic and provide active participation in reviewing the policies and procedures of the facility

Santa Rosa County Sheriff's Office
Detention Division
Classification

- Initiated red folders for inmates who have holds for other agencies. Alerts employees to “hold” and reduce errors of accidental release per the suggestion of Sheriff Hall
- Classification 3 person review team for re class of inmates to C/M status or lower classification level
- Check and balance system of checking files of new intakes – 3 person check/ initial/ after 1st appearance/ sentencing/releases

SANTA ROSA COUNTY SHERIFF'S OFFICE
DETENTION DIVISION
CLASSIFICATION



L to R –
Classification Clerk
Sandy and Contini

The Classification Unit consist of two Deputies and two civilian personnel. The Classification Unit handles a multitude of court documents and housing assignments of inmates.

With the implementation of PREA Standards, the Classification Unit is actively involved in inmate training, reclassification and protection of inmates with a PREA status.

The goals for the Classification Unit are to implement check and balance systems in the daily operations of the unit.

Santa Rosa County Sheriff's Office
Detention Division
Transportation

- Implemented daily activity report/ transport location/how many inmates
- Implemented mileage logs
- Cost analysis with other transport companies – saved \$800.00 in two months
- Training in progress – will continue training of personnel assigned to transportation
- Continue to review operation for training/cost analysis and check and balance system with daily operations
- Implemented maintenance system to keep vehicles ready for transports

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DETENTION DIVISION
TRANSPORTATION***



Transportation Deputy
Pamela Bryant

Transportation:

- Communication with court personnel
- Training and safety of inmates and officers
- The Transportation Unit implemented numerous tracking forms to assist in maintenance of vehicles and statistics for the unit.
- Continue to promote safety 1st at all times during transports.

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Detention Division
Inmate Welfare Fund*

- Purchased Lexis Nexis for Transition Coordinator to assist inmates with law library request
- Cost analysis for savings from using other supply companies who provide comparable inmate supplies at cost reduction. Projected savings for remainder of 2013 approximately \$ 10,000.00
- Continue cost analysis for 2014-2015

Santa Rosa County Sheriff's Office
Detention Division
Command Structure

- Review of staffing levels at command level
- Replaced retiring supervisor with civilian
- Replaced open position with non ranking Deputy
- Continue to review staffing levels at upper level
- Introduced monthly Command Staff meetings with administration in addition to line level supervision
- Continue to update employees/ continue to have “buy in” and involvement in decisions.

Santa Rosa County Sheriff's Office
Detention Division
Equipment

- Purchased BOSS Chair
- Purchased Key Master for Central Control
- Continue to monitor facility for equipment depreciation
- Purchased canvas laundry bags for housing areas for personal laundry

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Detention Division
Training*

- Four supervisors / two line staff sent to supervisor training schools
- Four Administration supervisor to leadership school
- Continue to evaluate training and submit training request for training
- Two Transportation Deputies send to inmate transport schools
- Monthly training emails to all Detention employees. (see training email reference manual)
- Implement muster training (see muster training reference materials) no impact to budget
- **Goals: Continue to afford training to staff to assist in development and mentoring**

Santa Rosa County Sheriff's Office
Detention Division
Policies

- Implemented inmate marriage policy
- Implemented banned visitor policy
- Updated existing policies for Acr
- Initiated checks of outside car washer/ laundry workers/ kitchen workers twice a day – documented
- Update inmate handbook and kiosk to include needed information for inmates – kiosk instructions / TTY/ PREA/

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DETENTION DIVISION
RECRUITMENT TEAM***



Left to right – CRO Larose, Deputy Thomas.
Corporal Hawley, Deputy Ramirez

The Detention Recruitment Team was formed October 2013. The Recruitment Team attends job fairs and the Correctional Academy to recruit potential job applicants.

Mission Statement: To develop effective recruiting strategies and to aid in the addition of new officers for our agency.

The team talks with potential recruits about the working environment, passes out hiring packets and benefit forms.

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DETENTION DIVISION
RECRUITMENT TEAM*

The Recruitment Team currently has 21 members who are assigned to four different shifts. The team is able to effectively attend recruitment functions due to the various members having different off days.

Approaches to Recruiting Effectively:

- Targeting priority applicants
- Partnership with local job services and correctional classes
- Multimedia recruiting materials
- Slogans to emphasize the appeal of a career in corrections
- Promoting the profession
- Career opportunities
- Professionalism
- Training
- Lateral movement
- Growth potential
- Competitive compensation
- Incentives

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DETENTION DIVISION
SAFETY COMMITTEE*

November 2013 a Safety Committee team was in process of implementation. Starting January 2014, the Safety Committee team will be initiated to conduct safety and internal audits of the facility.

The Safety team will consist of 11 members in teams of five supervised by Detention Administration.

Fire safety inspections/prevention

Review of statistics – contraband/kitchen/medical/laundry

Taser, restraint chair usage, rights and searches, photo – video/ use of force

Florida Model Jail Standards

FCAC Accreditation Standards

Policy review

Debriefing

(See Safety Committee Operational Manual)

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DETENTION DIVISION
FACILITY INSPECTOR*

Implemented monthly statistics for:

Contraband
Use of Force
Suicide attempts

The statistics assist the Detention Administration with review and corrective actions plans for the facility.

Maintenance forms created for documentation of work orders

Implemented review of use of force video footage – the video is reviewed by the Facility Inspector, the Administrative Lieutenant and the Detention Major.

Created an emergency procedural flip chart for the personnel assigned to towers

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DETENTION DIVISION
2014 -2015 GOALS*

- Make decisions based on sound correctional practices
- Role model and mentor to line employees
- Accreditation ready 24/7
- PREA compliant 24/7
- Training
- Involvement and opportunity
- Status Quo – must change with the legal mandates
- Implement additional programs for inmates at Christmas and Easter with Interfaith Ministries
- Implement a leadership breakfast for Administration and line personnel
- Continue cross training staff when manpower allows
- Safety Committee/ Internal Audit Team
- Enhanced Drills
- Evaluate trends and best practices
- Consistent applications of safety and security

.DETENTION DIVISION



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DETENTION DIVISION
FCAC/FLORIDA MODEL JAIL STANDARDS/PREA*

- ❖ Stay Accreditation ready
24/7
- ❖ Florida Model Jail Standards
compliant 24/7
- ❖ PREA Standards compliant
24/7