Quarterly Report of the

HIGHLANDS COUNTY SHERIFF'S OFFICE

INTEGRITY QUALITY SERVICE PROFESSIONALISM

Volume 1, Issue 3 Oct. 2005 - 4th Qtr

VISION

Our vision is a safer Highlands County where citizens and law enforcement are joined together; the rights of all persons are respected; and community values are reflected.

MISSION

The Highlands County Sheriff's Office is committed to responding to the needs of its community through the delivery of professional services. Our mission is to protect life, property, and individual rights while maintaining peace and order.

GOALS

●Create safer neighborhoods by reducing criminal activity and conditions that foster crime and fear within the community.

●Enhance the safety of Highlands County roadways by reducing traffic-related crashes and deaths.

●Increase accountability by effective and efficient use of personnel, equipment, and technology to meet or exceed community and state standards for service delivery and organizational performance.

●Provide a professional work environment that attracts and retains a diverse group of quality applicants, rewards employee excellence, and promotes leadership, education, and training.

UNSOLVED HOMICIDE CASES GET NEW ATTENTION

NEWLY FORMED TEAM BRINGS MANY YEARS OF EXPERIENCE

Cold case volunteers Shirley O'Toole, James Hummal, and Robert Kretzschmar are already making progress with new leads on old unsolved homicide cases. This group knows that unlike the unfortunate victims of homicide, the evidence rarely dies. With these volunteers comes patience and perseverance to study the evidence left behind as mute witness to the crime. Collectively this group brings with them over 60 years of experience to the Sheriff's Office. Shirley O'Toole has a Masters in Public Administration and comes from Chesapeake, Virginia where she retired after 24 years of service. She worked in intelligence, investigations, vice, narcotics, person to person crimes, rape and homicide. She retired as a First Sergeant, then the highest ranking female in the organization. James Hummal comes to us from Indiana State Police. He brings with him 25 years of investigative experience. Robert Kretzschmar comes from Dade County with 10 years of service in law enforcement in patrol, traffic homicide and underwater recovery at the Seaport. The diverse backgrounds and experience brings a wealth of knowledge, a different approach, and hope for the victims' family and friends that they will have closure. The team evaluates cases by solvability factors to prioritize potential for continued investigation. Bob LeFiles, not pictured, helps by organizing and filing fingerprint cards in our crime scene unit. Thank you for your valuable service.

A Message From the Sheriff — "Volunteers are Valuable"

Volunteers in law enforcement services provide a value-added level of support. While most agencies are designed and staffed to provide appropriate policing and law enforcement services to the community, there is always more to do! Volunteers allow the Sheriff's Office and deputies to focus on policing and enforcement by taking on these additional duties and serving as an extra set of "eyes and ears," also, assisting with search and rescue activities. Volunteers provide support and, by doing so, enhance the value and effectiveness of their local law enforcement agency, while feeling a part of their community.

Florida Sheriff's Youth Ranches

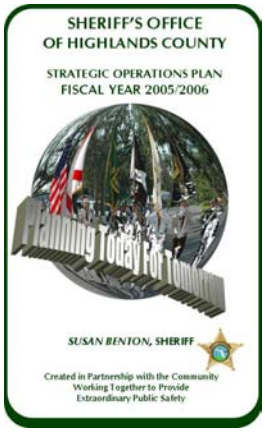
Recognition for Contributions

Pictured: Mrs. Margery Sella with Sheriff Benton

The Florida Sheriff's Youth Ranches have been providing hope for the future of children for over 48 years. Many children that enter the ranches have had troubled pasts that might have prevented them from becoming productive law abiding citizens. It is through the generous contributions such as the individuals pictured here that help support the efforts of the ranches. Their mission is to help children develop positive self esteem, and establish in them a strong personal belief that they can build happy, healthy relationships with others, and that they are valuable and loved.

Pictured: Mr. Robert Fletcher with Sheriff Benton

Plan Delivered to Sheriff's Office Members



The road map has been printed, the document distributed and now the journey begins. The Strategic Operations Plan was delivered at a kick-off meeting to over 250 Sheriff's Office employees on October 5th at the Commission Chambers. All of the folks with organizational responsibilities for specific objective achievement provided an overview and voiced their need for staff involvement to meet the goals. Sheriff Benton encouraged staff to live the Values that we ourselves defined: "Our daily way of doing business should consistently reflect our Values, not just in a book on the shelf". The internal culture of any organization must recognize actions that display its values and encourage value driven behavior, which in turn defines our organizational culture. "Our folks have the plan in hand and it is up to the team to implement and align actions with our values." Every person in this agency has a role in the success of the operation plan and each are responsible for their part. Stephen Covey explained it best in the 8th Effective Habit, he analogized the importance of knowing your goals by looking at a recent Harris Poll. The poll interviewed 23,000 U.S. residents in key industries and found that a great number of businesses lacked the ability to focus on and execute their highest priorities. Here are some of the stunning findings: only 37% had a clear understanding of what the organization was trying to achieve and why; only 1 in 5 was enthusiastic about their goals or had a clear "line of sight" between their tasks and the organizational goals; only 15% felt the organization fully enabled them to execute key goals, or that they were in a trusting environment, only half were satisfied with work at the end of the week; only 10 % felt that their organization holds people accountable for results; and only 13% have a highly cooperative working relationship with other groups. This is just a snap shot of the survey results, but Covey continues to say "if a soccer team had these same scores, only four of the eleven players on the field would know which goal is theirs. Only two of the eleven would care. Only two of the eleven would know what position they play and know exactly what they are supposed to do. And all but two players would, in some way, be competing against their own team members rather than the opponent". As you can clearly see, there is tremendous personal and organizational cost of failing to fully engage the passion, talent and intelligence of the workforce. Our plan belongs to all of us and with the dedication of all Sheriff's Office staff, we challenge each other to meet the community demands of a "Safer Highlands County".

Sheriff is Project Coordinator for Habitat for Humanity "Women Build"

A group prepares for the groundbreaking of a home located in Sebring. This home is being constructed by women in Highlands County. The calendar for October includes digging footers, pouring concrete slab, framing, wall raising and hanging drywall, on this new home now under construction. Participants enjoy contributing to a sense of hopefulness for a young mom and her children.

Pictured left to right: Chairman Tim Blackman, Julie Bury, Sheriff Susan Benton, and Candice Willis

QUARTERLY INFORMATION—ADMINISTRATION & COURT SERVICES

New Members	
Civilians	7
Sworn	11
Applications Processed this Qtr	69
Background Investigations	42
Budget Amendments Processed	24
Payroll Checks Processed	1928
Payable Checks Processed	1249
Citizens Fingerprinted	390
Member Training Hours	2034
Information Services Requests	397

Court Related Services:	
Cases In Court	8267
Inmates Taken to Court	989
Arrests by Bailiffs	152
Pre-Trial Release Services:	
First Appearance	752
Pre-Trial Release	94
Interviewed Releases	85
Immediate Releases	94
Inmates Referred for Treatment	36
Cost Effectiveness Savings	$109,275

QUARTERLY INFORMATION—LAW ENFORCEMENT

Calls for service	8,693
Traffic Citations Issued	2,047
K-9 Searches	54
K-9 Apprehensions	51
Judicial Process Services	3,128
Warrants: Received	928
Served	788
Active	4,918

Crime Scene Lab Cases	71
Investigations Assigned	226
Investigations Closed	150
Affidavits Filed Total Charges	361
Special Operations Investigations	69
Narcotic Arrests by Task Force	103
Property/Evidence Intake Items	2,231

QUARTERLY INFORMATION—DETENTION

Booked into Jail	1,771
Released from Jail	1,561
Inmate Program Hours	10,636
Inmate Transport Miles	33,181
Transports to State Prison	65
Transports to INS	0
Community Maint. Participants	429
Dollars Saved in Labor	$86,936
Dollars Collected in Fees	$8,835
Inmate Meals Served	115,149
Average Cost per Day	$2.12
Inmate Farm Produce(lbs)	4,869
Inmate Farm Eggs Harvested (DZ)	6,615

Alcohol Breath Tests	59
Inmate Visitations	4,869
Average Daily Population	423
Inmate Medical Services	111,347
Medical Fees Charged	$314,653
Medical Fees Collected	$10,586
Subsistence Fees Charged	$62,552
Subsistence Fees Collected	$19,955
Inmate Per-Diem Charged	$15,637
Inmate Per-Diem Collected	$9,543
Labor Hours by Trusties S/O	1,480
Labor Hours by Trusties	3,845

Public Safety Highlight

Child Endangerment Protocol Underway

Innocent children are sometimes found in homes and other environments such as hotels, automobiles, or apartments where methamphetamine and other illegal substances are produced. Around the country, Drug Endangered Children (DEC) programs have been developed to coordinate the efforts of law enforcement, medical services, firefighters, and child welfare workers to ensure that children found in these environments receive appropriate attention and care.

Children who live at or visit drug-production sites face a variety of health and safety risks. They suffer inhalation, absorption, or ingestion of toxic chemicals, drugs, or contaminated foods. The Highlands County Sheriff's Office is actively facilitating the creation of a local drug endangered children protocol among all of the participating agencies in this fight to save lives due to methamphetamine abuse.

A coordinated multidisciplinary team is critical to ensure that the needs of meth's youngest victims are met and that adequate information is available to prosecute child endangerment cases successfully.

Sheriff's Office Members Take Part in Patrol Unit Safety Inspections

Things that go wrong in life are Predictable and Predictable is Preventable!

Gordon Graham

Law enforcement is a complex profession that inherently involves a tremendous amount of risk. Deputies have taken proactive steps to hold themselves and each other responsible and accountable for assuring that their vehicles and equipment are in safe and operable condition.

Deputies recognize that every identifiable risk is a manageable risk and during an emergency response or apprehension is the worst possible time for system failure. Every month Patrol conducts an inspection as part of their operational risk management protocol for pre-incident prevention. We understand that law enforcement has to take the critical first step in maintaining safe equipment for effective deployment when our citizens need us.

Pictured in the forefront: Deputy Jason Beck, Lieutenant Jim McGann Background: Deputy Luis Pratts, Sergeant David Stewart, Deputy R. St. Laurent, Deputy Tex Thomas, and Sergeant Darin Hood.

***Goal 3**: Increase accountability by effective and efficient use of personnel, equipment, and technology to meet or exceed community and state standards for service delivery and organizational performance.*

HIGHLANDS COUNTY SHERIFF'S OFFICE

Susan Benton, Sheriff

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For current listings of sexual predators and offenders living in our community, visit http://www.fdle.state.fl.us