

PASCO SHERIFF'S OFFICE INNOVATIONS



YOUR SHERIFF'S OFFICE:
SERVING OUR COMMUNITY

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A MESSAGE FROM SHERIFF NOCCO



Every single person plays a critical role in making a positive impact in our community. Community is not just a location, but the interaction of many people from diverse backgrounds and life experiences with a common goal to make their lives and the lives of others better and to create greater opportunities for the next generation.

Each member of your Pasco Sheriff's Office works hard every day to enhance the lives of the citizens in our community as we have a vested interest in the betterment of our community. We shop in the same supermarkets, our children play on the same playgrounds, we live in the same neighborhoods and we have the same desire to create a better tomorrow.

The "We" in your Pasco Sheriff's Office's motto "We Fight As One" is all of us, that "We" is the proactive effort of our community to make Pasco a vibrant, safe place for families and businesses to live and work. "We Fight As One" is much more than a motto for our community. It is a commitment to work together with you, our community, to keep Pasco safe and be a great place to live, work and play. You are the "We" standing side-by-side with the members of your Pasco Sheriff's Office as a team. We are grateful for your continued support and partnership.

Transparency is one of the core tenets of the Pasco Sheriff's Office. For this reason, we wanted to provide you with this important information regarding the ongoing daily efforts of your Sheriff's Office to enhance our community. You may be surprised to learn that law enforcement and the county's Land O' Lakes Detention Center have evolved and are faced with many different issues than ever before. As you will see in this document, your Sheriff's Office is an innovative agency that is always working to be on the cutting edge and ahead of the curve as we take a proactive approach to serving our community.

This requires a multi-faceted approach and innovation to address issues including substance abuse and mental health, while also ensuring schools are protected, our places of worship are safe and our agricultural and business communities flourish to create opportunities for the next generation. Your Sheriff's Office is comprised of approximately 1,400 men and women, many of whom are your neighbors, who proudly serve Pasco County 24 hours a day and seven days a week, 365 days a year.

A MESSAGE FROM SHERIFF NOCCO

In the information that follows, you will learn more about the evolution of policing and how our Intelligence-Led Policing philosophy has adapted our approach from being reactive to proactive. This proactive approach has resulted in a steep decline of crime in Pasco County, which directly impacts your quality of life. You will also learn about our commitment to transparency, including being the first agency in the Tampa Bay Area, and one of the first agencies in the state of Florida, to implement body worn cameras more than five years ago. Our ongoing efforts to maintain, develop and foster community relationships and partnerships is vitally important, as we cannot do what we do without you.

You will also learn how we are actively working to reduce recidivism and victimization in Pasco County, protect our children, make meaningful connections with youth in our community and address substance abuse and mental health in our community through innovative approaches such as the Behavioral Health Intervention Team.

It is my commitment to you that the Pasco Sheriff's Office will be open, transparent and engaged with our community. We are your Sheriff's Office and you are our first priority. We are proud to serve you every day and are thankful for the support you provide us and the time that you have spent to educate yourself about your Sheriff's Office through reading this information.

It is also my commitment to listen to the citizens of Pasco County. If you have suggestions on ways that we can improve the operations of the Sheriff's Office, please visit our website at <https://pascosheriff.com/contact.html> and leave a suggestion. Each suggestion will be carefully reviewed and considered.

Thank you for your support, it is our honor to serve you.

May God continue to bless our community and remember, We Fight As One!



CHRIS NOCCO, SHERIFF



INTRODUCTION: WE FIGHT AS ONE

The Pasco Sheriff's Office is an evidence and research based organization, with a focus on serving the citizens of Pasco County in a proactive, rather than reactive, means. This proactive approach stems from the Intelligence-Led Policing philosophy employed by the Pasco Sheriff's Office, and recognizes that law enforcement is constantly evolving.

Once thought of as a reactive tool that only responded when called upon, law enforcement was required to evolve over the past century. Now, with robust research and academic backing, the Pasco Sheriff's Office approach realizes that being reactive is no longer the best way to serve a community.

Instead, this proactive approach to law enforcement includes working with those who previously offended by connecting them to resources, as well as working to address the needs in our community. This ensures our community is kept safe. This happens in partnership with all facets of our community, and requires a diverse law enforcement agency with varied backgrounds and experiences to best serve the diverse community of Pasco County.

This proactive approach focuses not just on those who have previously offended but also works in tandem with our business community, our environmental and agricultural communities, our youth, those in custody in the Land O' Lakes Detention Center and with the members of the Pasco Sheriff's Office. This approach also focuses on transparency, which builds trust with our community. Through this focus on transparency, the Pasco Sheriff's Office was the first law enforcement agency in the Tampa Bay Area to adopt body worn cameras (BWCs) in 2015.

This approach lends itself to the notion, "We Fight As One," as one community to keep Pasco safe and to continue to work to innovate the methods of the Pasco Sheriff's Office. Tips are generated through social media and public information outreach, which result in solved cases. School Resource Officers (SROs) come alongside students in school and detectives work with those suffering from the effects of mental health issues and substance abuse every single day.

Through these many innovations and a forthright approach, law enforcement has changed from its origins in the 19th century, and what was first seen in the U.S. in 1838 Boston. Law enforcement is now proactive, working to improve and keep safe the community we serve by developing long standing relationships through trust, mutual respect and transparency.

"We Fight As One" is not just the motto of the Pasco Sheriff's Office, but it is the motto for Pasco County as we work through innovative approaches to law enforcement to reduce crime, reduce victimization and keep the community safe in partnership with you. The "We" is our entire community.



YOUR SHERIFF'S OFFICE

The role of Sheriff is unique in the world of law enforcement. The Sheriff is designated by the Constitution of Florida as a Constitutional Officer: "There shall be elected by the electors (citizens) of each county, for terms of four years, a sheriff, a tax collector, a property appraiser, a supervisor of elections and a clerk of the circuit court."

According to Florida Statutes, the Sheriff is responsible:

Sheriffs, in their respective counties, in person or by deputy, shall:

- Execute all process of the Supreme Court, circuit courts, county courts and boards of county commissioners of this state, to be executed in their counties.
- Execute such other writs, processes, warrants and other papers directed to them, as may come to their hands to be executed in their counties.
- Attend all sessions of the circuit court and county court held in their counties.
- Execute all orders of the boards of county commissioners of their counties, for which services they shall receive such compensation, out of the county treasury, as said boards may deem proper.
- Be conservators of the peace in their counties.
- Suppress tumults, riots and unlawful assemblies in their counties with force and strong hand when necessary.
- Apprehend, without warrant, any person disturbing the peace, and carry that person before the proper judicial officer, that further proceedings may be had against him or her according to law.
- Have authority to raise the power of the county and command any person to assist them, when necessary, in the execution of the duties of their office; and, whoever, not being physically incompetent, refuses or neglects to render such assistance, shall be punished by imprisonment in jail not exceeding 1 year, or by fine not exceeding \$500.
- Be, ex officio, timber agents for their counties.
- Perform such other duties as may be imposed upon them by law.
- Assist district school boards and charter school governing boards in complying with s. 1006.12.

Compared to other jurisdictions where a police chief or head of law enforcement may report directly to a Mayor, Commission or Council, Sheriffs in Florida report directly to the citizens of the county in which they serve, and must run in an election every four years. While the Board of County Commissioners approves the Sheriff's Office budget each year, the Sheriff is an independent, Constitutional Officer in all other matters.

This role is unique in that citizens have a direct say in their law enforcement services and means that the Pasco Sheriff's Office is truly your Sheriff's Office.

CITIZENS
↓
SHERIFF

HISTORICAL APPROACH: FROM REACTIVE TO PROACTIVE POLICING

The Pasco Sheriff's Office has a long and proud history of community engagement, transparency and crime prevention. These three facets of law enforcement are part of the guiding principles of the Pasco Sheriff's Office and is ingrained in our agency, both through specific units and across the agency as a whole. It is centrally governed by the Intelligence-Led Policing philosophy.

The Intelligence-Led Policing philosophy stems from multiple policing paradigms that evolved greatly since the origins of the modern-day police force. Pioneered by Sir Robert Peel in 19th Century England and in the U.S. by the City of Boston in 1838, the first role of a police officer was to prevent crime and maintain order. As time progressed and technology advanced, the role of law enforcement began to transition from that of preventing crime to one of responding to crime.



The traditional model of policing thus emerged, placing police in a reactive role of crime fighting, focused on responding to citizens' calls for service and conducting latent investigations aimed at arresting criminals. The emphasis on crime fighting relegated the role of crime prevention to the periphery. Commanders operated under the assumption that increased arrests would reduce the number of offenders and act as a deterrent to those still at large, which is an assumption that most law enforcement officers today would agree is false.

A common notion in law enforcement is that you cannot arrest your way out of a crime problem. In the traditional model of policing, law enforcement agencies were bureaucratic in nature, centrally organized and positioned the decision-making authority within the top ranks. Technological advancements such as phones, dedicated emergency lines, mobile radios and police cars, were incorporated into the daily activities of police when responding to calls for assistance from citizens. Policing methods included rapid response to calls for service, random patrols during down time to prevent crime through law enforcement presence and latent investigations to identify and apprehend offenders.

In the 1970s and 80s, academia began to focus on policing strategies and their effectiveness. Studies such as the Kansas City Preventative Patrol Experiment and Spellman and Brown's Rapid Response Study began to challenge the assumptions of the traditional model of policing. Researchers in the Kansas City Preventative Patrol Experiment divided the beats within the city into three categories: proactive, reactive and control. In the reactive beats, the police were instructed to only enter when responding to a call and when finished, leave the area. In the proactive beats, the number of officers were doubled or tripled, and the officers were instructed to patrol their areas when they were not working active calls. In the control beats, the level of

HISTORICAL APPROACH: FROM REACTIVE TO PROACTIVE POLICING

officers was kept the same and they were instructed to not change their daily routines.

The results revealed increased police presence and random preventative patrols did not have the crime prevention effect that was predicted. There were no significant impact on burglaries, vehicle theft, robberies, or vandalism. Spellman and Brown's study into the strategy of rapidly responding to crimes in progress, as a means of increasing on-scene apprehensions, found similar results. The study concluded that due to numerous factors outside of the control of the police, with the primary being delays in citizens reporting incidents to police, rapid response had no impact on reducing overall crime. Further research highlighted the ineffectiveness of latent investigations, pro-arrest policies and the criminal justice system as a whole to deter crime.

Around the same time, the relationship between police and the community they swore to protect and serve was eroding in the United States. Response to protests over the U.S. involvement in the Vietnam War and the civil rights movement placed police in the position of "Us vs. Them." In addition, violent interactions between police and citizens, often featured by the media, further divided police and the community. Tarnished relationships, coupled with research challenging the traditional tactics of policing, lay the framework for a reimagined definition of policing in the U.S. Community Policing hoped to accomplish that.

The philosophy of Community Policing looked to reestablish a positive relationship between the community and police. Agencies began to decentralize and delegate more decision-making authority to line-level officers. Many law enforcement agencies established satellite or community offices around their jurisdiction in lieu of a more traditional, centralized police department. Police officers were asked to get out of their vehicles, attend community meetings and events, interact with citizens and learn what problems concerned the community the most. The decision and prioritization of what problems the police should address was primarily left to the community, and this often differed significantly from the problems the police felt they should be truly focused on.

Again, the sole aim of Community Policing was community engagement and not crime fighting, although crime was still occurring in the community. ILP, in contrast, allows us to merge the approaches of community engagement and crime fighting together and will be discussed later in this document.



THE ILP PHILOSOPHY

As technology continued to advance and the U.S. began to move into the information age, law enforcement agencies began to recognize the benefits that data collection and analysis could offer policing. Policing strategies such as Problem Oriented Policing looked to use data to inform decisions and drive crime control strategies. Problem Oriented Policing introduced the concept of SARA — Scan, Analyze, Respond and Assess — as a means to solve problems. Problem Oriented Policing called for law enforcement agencies to apply the SARA problem-solving method and identify crime hot spots through the use of data analysis. The goal was to look deeper than the symptom of the crime, which is historically all police had addressed, and solve the underlying issues causing the crime.

The tragic events of September 11, 2001 initiated a call for U.S. law enforcement agencies at all levels to increase information and intelligence sharing. This stemmed from arguments that these tragedies may have been prevented if law enforcement agencies hadn't fostered information silos and had better information sharing. In addition, the U.S. experienced the Great Recession not long after Sept. 11, which left local governments, including law enforcement agencies, looking for ways to increase efficiency with dwindling resources, a true representation of proactive versus reactive policing.

Intelligence-Led Policing (ILP) emerged as a model to facilitate that. ILP was already successful in increasing police efficiency and focusing limited police resources on the most serious criminals rather than on individual crimes in the United Kingdom. By operating more effectively, we can ultimately work to close the demand gap by having a more significant impact on crime.

Furthermore, the crime funnel is a concept used to describe how crime and criminals flow through the criminal justice system. It highlights the inefficiencies and ineffectiveness of the criminal justice system to



THE ILP PHILOSOPHY

deal with criminals and have an impact on crime. At the top of the funnel, the model starts with 1,000 actual crimes committed by criminals. Of the thousand, only about half of the crimes committed are reported to law enforcement. This puts the criminal justice system at a severe disadvantage from the onset, by only providing an opportunity to intervene just over half of the time. Of the 530 crimes reported to police, 429 crimes are officially documented in report management systems and only 99 result in arrest or referral. From there, 60 offenders are prosecuted in court, 50 of them either plea or are found guilty, while only four receive a custodial sentence.

Two important lessons are gleaned from the crime funnel. First, the current criminal justice system is not a model of efficiency and is not a reliable solution for deterring crime. Furthermore, while these numbers are simple generalizations, jail and prison overcrowding is discussed as they currently manage less than half a percent of criminals. The court systems are overloaded and only interact with 10% of the cases, and law enforcement resources are taxed beyond their limits. This is illustrated by the demand gap and the fact that law enforcement is only called to half the crimes committed. If more crimes were reported and criminals were charged and adjudicated sentences, more law enforcement professionals, prosecutors, judges, courthouses



THE ILP PHILOSOPHY

and correctional facilities would be required, effectively crippling the U.S. economy due to taxation requirements to fulfill these needs.

The second of the crime funnel's lessons are that impacts at any level within the crime funnel only flow down. For example, a law enforcement agency could implement a community engagement campaign aimed at increasing the reporting rates of crime, a Sheriff could vow a 25% increase in arrests, the State Attorney's Office could promote a zero tolerance on crime campaign and increase prosecutions or a judge could sentence everyone to jail or prison; however, those strategies will only impact the levels below. None will have an impact on the overall 1,000 crimes committed. The only strategy that can impact the actual number of crimes committed is crime prevention.



As such, if our criminal justice system already struggles to manage the people at the bottom of the crime funnel, it would be more prudent to identify and mitigate the crimes committed by those at the bottom of the crime funnel. In theory, a more significant impact on crime would occur if the criminal justice system focused on the most serious and prolific criminals who have the largest impact on the crime picture within a community.

Intelligence-Led Policing offers a methodology for not only law enforcement, but the entire criminal justice system, to address the need for increased efficiency and effectiveness in their response to crime. ILP emphasizes analysis and intelligence as pivotal to an objective, decision-making framework that prioritizes crime hot spots, repeat victims, prolific offenders and criminal groups. It facilitates crime and harm reduction, disruption and prevention through strategic and tactical management, deployment and enforcement.

WHAT IS ILP?

Intelligence-Led Policing, or ILP, is a business model that embraces a “top down” management approach to determining priorities through extensive use of intelligence analysis, with additional prioritization on prolific offenders, based on previous criminal histories and associations and problem areas. Essentially, ILP looks to focus law enforcement on those people, places and groups who have demonstrated a repeated history of offending, even when provided assistance and resources to help break the cycle of recidivism. The model depends on analyzing information gathered from sources at every level of the agency, to create useful and actionable intelligence. ILP is not information sharing alone, nor is it holding meetings to discuss intelligence or simply the name of a division. ILP encompasses all our agency does.



As a management philosophy, ILP places greater emphasis on information sharing and collaborative, strategic solutions to policing problems using limited resources. It calls for law enforcement to adopt a business-like approach to fighting crime while partnering with the community. Businesses have used market research and data analytics for years to identify the specific groups of consumers in their industry who would be more likely to utilize their product. In turn, businesses direct their limited resources toward those individuals with an aim at increasing their bottom line. The better a business is at cultivating, analyzing and reacting to this intelligence, the more successful they will be. Law enforcement should be no different. Our market is crime, criminals and keeping our community safe, and we are in the business of crime prevention and reduction. As such, it makes sense that we direct our limited resources at the top utilizers (prolific offenders, repeat victims, hot spots and organized crime groups) of our services in order to produce the greatest impact to our bottom line of reducing crime, making our community safe and giving people an opportunity to improve their lives.

The four original tenets of Intelligence-Led Policing are:

1. A focus on repeated and serious criminals;
2. Triage out most crime through further investigation;
3. Make greater strategic use of information; and
4. Position information central to decision-making.

WHAT IS ILP?

Essentially, ILP is a process in which agency members assist crime intelligence analysts in interpreting the criminal environment accurately. Analysts provide a clear picture of the crime landscape at any given moment to decision-makers, who in turn use the intelligence to create appropriate control strategies to reduce crime.

In order to facilitate this impact, law enforcement must reduce, prevent or disrupt criminal activity. Crime reduction is defined as an enforcement action that brings net benefits after considering the displacement and diffusion of crime, along with any other external factors that may have contributed to the observed crime reduction. Crime disruption occurs when an enforcement action or tactic hinders criminal activity for a period of time, but does not permanently stop it. Crime prevention is an action that attempts to eliminate crime before it happens or before any additional activity occurs.

ILP places law enforcement back in a role of crime fighters. It places the prioritization of crime problems in the hands of law enforcement leaders who have a better understanding of the criminal environment predicated upon criminal intelligence, rather than the public. It provides leaders with the intelligence necessary to make decisions about the allocation of resources, crime control strategies and tactical operations. Furthermore, ILP aims to reimagine law enforcement officers from a role as first responders to first preventers, requiring them to take a step back, look to identify the underlying causes of crime and develop strategies that are both specific and preventative.



ILP SUCCESSES

Crime prevention, reducing victimization, community engagement and improving our community's quality of life are the ultimate goals of your Pasco Sheriff's Office. The Intelligence-Led Policing philosophy has worked to reduce property crimes in Pasco County, and continues to work in agencies in our area who also use this philosophy. This success is documented in the below chart, which shows the decrease in property crimes from 2011 (when Sheriff Nocco was first appointed) through 2019 (the most recent data available), as reported by the FBI's Uniform Crime Reporting Program.

This reduction includes a 74.4% reduction in residential burglaries and a 20.7% reduction in auto thefts, along with an overall reduction of property crimes of 35.6%. These reductions occurred while Pasco County's population grew by 89,242 people from April 1, 2010 through July 1, 2019, as reported by the United States Census Bureau.



Group Statistics					Detail Statistics				
Group	2011	2019	Change	% Change	Offense	2011	2019	Change	% Change
Burglary	3436	993	-2443	-71.1%	Residence	2922	748	-2174	-74.4%
					Non-Residence	514	245	-269	-52.3%
Larceny	8373	4969	-3404	-40.7%	Pocket Picking	5	6	1	20.0%
					Purse Snatching	1	0	-1	-100.0%
					Shoplifting	1298	1068	-230	-17.7%
					From Motor Vehicle	1798	826	-972	-54.1%
					Motor Vehicle Parts	612	485	-127	-20.8%
					Bicycles	393	331	-62	-15.8%
					From Building	0	2	2	
					From Coin Oper Device	23	10	-13	-56.5%
					All Other Larceny	4243	2241	-2002	-47.2%
Motor Vehicle Theft	571	494	-77	-13.5%	Auto	213	169	-44	-20.7%
					Truck & Buses	155	162	7	4.5%
					Motorcycles	114	89	-25	-21.9%
					Other Vehicles	89	74	-15	-16.9%
Total	12,380	7,973	-4407	-35.6%		12,380	7,973	-4407	-35.6%

This reduction in property crime has a direct, positive impact on the lives of our citizens.

As noted above, the ILP philosophy is not just limited to the Pasco Sheriff's Office. In fact, several agencies in the Tampa Bay Area use this philosophy and the United States Department of Justice recently highlighted the effectiveness of information sharing and the Intelligence-Led Policing philosophy, stating:

ILP SUCCESSES

“[G]athering and using data earlier in the criminal inquiry cycle and across cases to help detect, prevent, investigate and prosecute crime, concentrating mainly on serial and violent crime. Incorporating forensic data into crime analysis can also help identify links, patterns and trends or correlate other information pertinent to the criminal activity; resulting actionable intelligence can then be used to disrupt and prevent crime, particularly serial and violent crime.”

Though well-incorporated and utilized in investigative and intelligence processes at the national level in the United States, forensic case data that are useful for investigative purposes are scarcely integrated at early stages in the intelligence and crime analysis cycle at the state and local levels. There may be instances in which information contained within forensic case data could have been used to solve a case faster or to identify linkages and trends across cases. However, limited collaboration and communication between regional or local forensic laboratories and law enforcement agencies hinders detection and linking of serial crimes and organized crime activities leading to violent offenses.”

The Pasco Sheriff’s Office is proud to be ahead of the curve in this regard, which has lead to decreased victimization of the citizens of Pasco County through a reduction in crime.



SERVANT LEADERSHIP

The Pasco Sheriff's Office also practices the philosophy of servant leadership; our members serve our community and protect it and those within it, first and foremost. With that, your Sheriff's Office is on the forefront of innovation and has become a leader in law enforcement. Recognizing that our community faces challenges that are not easily defined or addressed by one aspect of the community, the Sheriff's Office tasks itself with the question of "if not us, who?" Through this, the Sheriff's Office has adapted several strategies to respond to these issues.

For example, the Pasco Sheriff's Office was the first law enforcement agency in the Tampa Bay Area to equip deputies with Body Worn Cameras (BWCs). These cameras provide increased transparency to the public, as all interactions with citizens are recorded and are available for public release, consistent with applicable public records laws.

In addition, the Pasco Sheriff's Office actively utilizes hiring practices, including a contract with a recruiter, to ensure the men and women of the Pasco Sheriff's Office represent the demographics of the community they serve. As such, a local media outlet recently found that the Pasco Sheriff's Office is the most racially diverse law enforcement agency in the Tampa Bay Area, a distinction we're proud of because we reflect the community we serve. The Pasco Sheriff's Office has also received awards for our practice of hiring veterans and serving as a veteran-friendly workplace.

Furthermore, the Pasco Sheriff's Office created the Behavioral Health Intervention Team (BHIT), addressed in more depth later, to respond to the ongoing issues of mental health and substance abuse. This team proactively serves these communities to provide necessary resources and support to individuals as they face these challenges.

The Pasco Sheriff's Office was also the first law enforcement agency in the state, through a strong partnership with the Pasco County School District, to implement Guardian Training as part



SERVANT LEADERSHIP

of the Marjory Stoneman Douglas legislation and commission report. We are proud to be on the forefront of protecting our students.

The Pasco Sheriff's Office also led the way in creating a new approach to social media that's recognized across the country which strives to improve community engagement and relations, while providing necessary and important information to our citizens each day. This innovative approach to social media resulted in the creation of #9PMRoutine, a nationally recognized crime prevention approach that reminds citizens across Pasco County to lock their home and car doors every night to prevent crime. Along with the ILP philosophy, this proactive crime prevention approach has led to a notable reduction of crime across Pasco County.

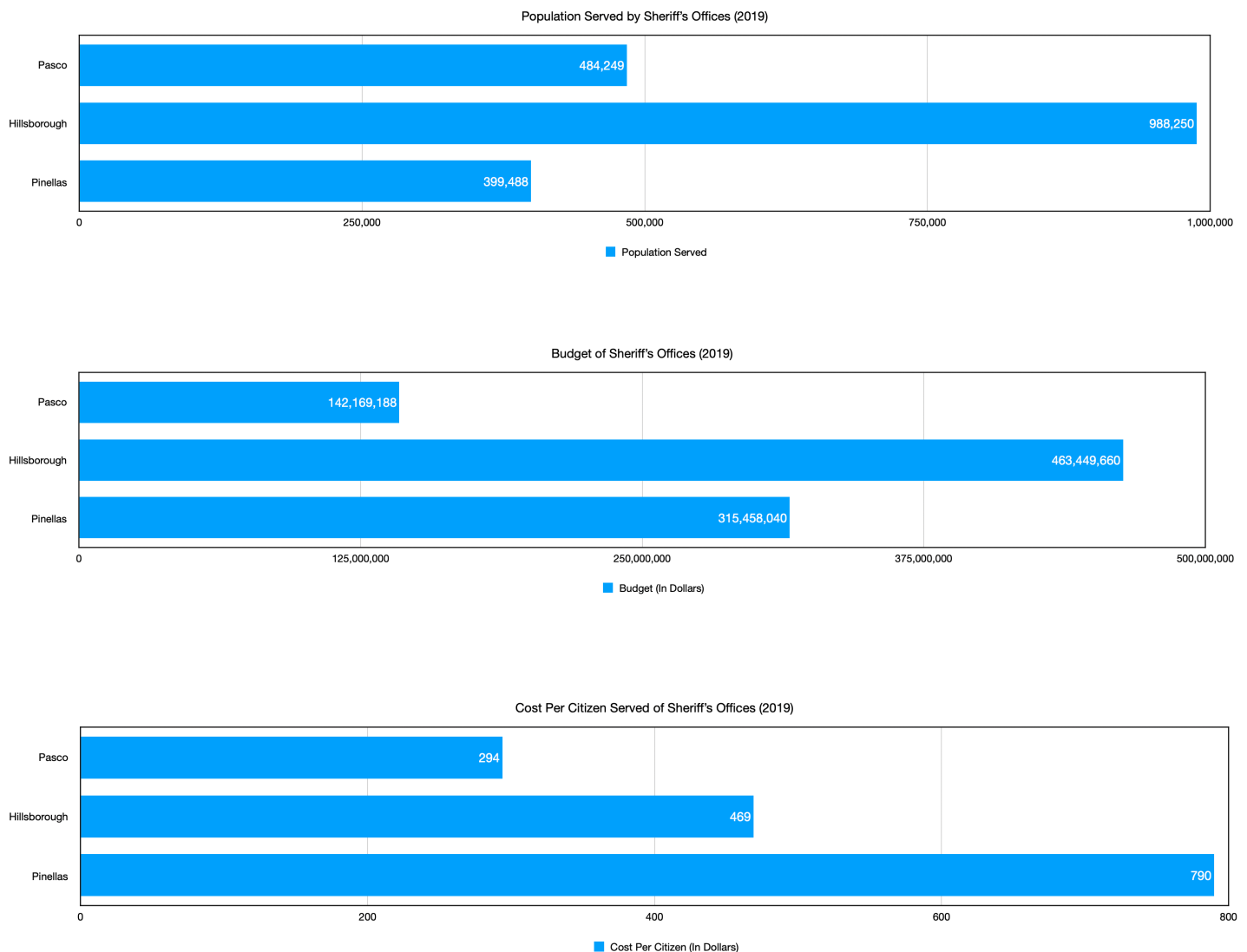
The Pasco Sheriff's Office has also demonstrated leadership through establishing a Constitutional Policing Advisor, which ensures that all policies, procedures and actions of our deputies are done in a constitutional manner. Additionally, the creation of a Citizen Advisory Council, made up of a diverse cross-section of our community, providing an additional voice in your Sheriff's Office.

Furthermore, during the COVID-19 pandemic, Sheriff Nocco was a leader in working together with the community and keeping the public informed. He prepared weekly videos informing the public of the latest news regarding the pandemic and our community, which were released through the Pasco Sheriff's Office social media channels. In working with community partners, the Pasco Sheriff's Office also created a community of interest call made up of local businesses, political leaders, faith leaders and other elements of our community to make certain that communication and information sharing occurred throughout the pandemic.



SERVANT LEADERSHIP

The Pasco Sheriff's Office is proud of these advancements, innovations and achievements, all while being fiscally responsible to the taxpayers of Pasco County. The below charts demonstrate this dedication to our taxpayers, while also ensuring our community is protected and served. Unlike surrounding counties, the Pasco Sheriff's Office serves the vast majority of our county's population while surrounding counties have large cities with their own police departments with their own budget separate from the Sheriff's Office:



As you will see in the following sections, this leadership was driven by a desire to no longer be reactive in our policing strategies, but to instead be proactive, an assertion governed by the ILP philosophy, and to have a sense of urgency in all that we do and how we engage with our community. This proactive approach not only governs how our deputies handle calls for service but it also governs every action of the agency and has led to copious improvements for the citizens of Pasco County.

TRANSPARENCY & COMMUNITY PARTNERSHIPS

As an evidence and research based organization, the Pasco Sheriff's Office is proud to partner with academic institutions, such as the University of Texas, who conducted a study on our use of Body Worn Cameras, and Florida Gulf Coast University, who does extensive research at PSO's F1RST campus. Additionally, we partner with the University of South Florida on numerous studies relating to policing strategies, including strategies to reduce recidivism and victimization which have been awarded federal grants, which will be discussed later. We are proud to be on the forefront of crime prevention and preventing victimization and this begins through our community partnerships and transparency.



For example, the Pasco Sheriff's Office has an expanded K9 unit to assist with tracking suspects and locating missing and endangered individuals. Funds for all K9s at the Pasco Sheriff's Office are provided through the generous donations of the community, and not from taxpayer dollars. A majority of K9 deployments are for these critically missing individuals and our K9 teams work constantly to protect our community and reunite loved ones.

In addition, the Pasco Sheriff's Office has a well-defined duty to intervene policy, does not allow "no-knock" warrants and does not train chokeholds as a means to restrain those in custody. These policies make sure that, while we are bringing an individual to justice, we are respecting the Constitutional rights of those in custody. This proactive approach to policing realizes the importance of safety for everyone involved in a situation.

This approach to protecting our community is also part of the Pasco Sheriff's Office's commitment to transparency, where both BWCs are required and any use of force reports are made publicly available under Florida's public records law. The Pasco Sheriff's Office was the first agency in the Tampa Bay Area, and one of the first in the state of Florida, to require BWCs in 2015. As previously noted, we also have a Constitutional Policing Advisor who ensures all policies, procedures and actions are governed by the Constitution, along with a Citizen Advisory Council, which is comprised of a broad coalition of our community, that guarantees citizens have a voice in the actions of their Sheriff's Office.

In addition to this focus on transparency, we are committed to service to our community. This includes a robust Customer Service Unit with many outlets to serve our community, including online reporting and a Desk Officer Section. This is part of our effort to make sure that your concerns are heard.

TRANSPARENCY & COMMUNITY PARTNERSHIPS

Furthermore, the Pasco Sheriff's Office continues to innovate the ways we interact with our business community and the ways we establish community partnerships.

Through our Community Engagement Section, we established the Business Crime Prevention Program, which works directly with area businesses on issues related to criminal activity and crime prevention, including Crime Prevention Through Environmental Design (CPTED).

The Director of Community and Agency Resiliency also works directly with our faith-based community to address concerns related to houses of worship and crime prevention to make those who attend these places feel safe and secure. This includes the development of an app that includes training and reporting for houses of worship. The Pasco Sheriff's Office also works to protect Pasco's agricultural land and waterways through our Environmental Crimes Unit.

The Pasco Sheriff's Office is also proud of the myriad of community partnerships we have throughout Pasco County, to include the Boys and Girls Club, Metropolitan Ministries, Sunrise Domestic Violence Center, the United States Institute Against Human Trafficking, Bridging Freedom, the East Pasco NAACP and numerous other groups that serve our community. These partnerships enable us to serve our community proactively.

Partnerships also exist with other law enforcement agencies, especially the Dade City Police Department,



TRANSPARENCY & COMMUNITY PARTNERSHIPS

with whom we share a joint communications system. This shared communications structure allows for a more rapid response to critical issues in Dade City and allows our agencies to work in tandem. We continue to encourage the other municipalities in Pasco County to join this partnership, as well, so we can have a unified communications center to serve all of Pasco's citizens better.

Your Pasco Sheriff's Office is also proud to partner with other governmental agencies and elected officials throughout our community. Later in this document, you will learn about our extensive partnership with the Pasco County School District in protecting our schools and children.

For example, one of these many partnerships is with Supervisor of Elections Brian Corley. With Supervisor Corley, your Pasco Sheriff's Office provides voters a safe environment at all polling places through partnering together regarding election security. In accordance with Florida law, each voting site in our community has a poll deputy who is deputized by both the Supervisor of Elections and the Sheriff. These poll deputies play a vital role in providing order at the polling locations.

The Public Information Unit of the Pasco Sheriff's Office enhances our outreach, not only throughout Pasco County, but on a national level as well. The mission of the Pasco Sheriff's Office Public Information Unit is to accurately convey messaging on behalf of the Sheriff's Office. The Public Information Unit, first and foremost, serves the citizens of Pasco County and also works with media outlets.



TRANSPARENCY & COMMUNITY PARTNERSHIPS

It is the Public Information Unit's duty to inform the public of important news regarding the Sheriff's Office. Sharing this pertinent, and sometimes critical, information with the public establishes a basis of trust, transparency and honesty with the community we serve.

With that said, our greatest tool for communication and information dissemination is the Pasco Sheriff's Office social media accounts. These accounts allow not only the public, but the media, to get the information straight from the Sheriff's Office simultaneously, which ensures that accurate information is distributed to the public as quickly as possible, which is our first priority. This rapid information dissemination has also led to numerous arrests and recovered missing individuals by posting ongoing cases to social media to generate tips.

In addition, the Pasco Sheriff's Office helps prevent crime nightly through the internationally recognized #9PMRoutine, which serves as a social media reminder for individuals to lock their doors. This is achieved through social media partnerships and are critical to what we do each day in serving and protecting our community.

The Pasco Sheriff's Office social media channels reach more than one million people per day and has become a national standard, with presentations to the National Sheriff's Association, the International Chiefs of Police and the University of Tennessee's Social Media Week regarding the innovative approaches that we take to communicate with our citizens.

A law enforcement agency can no longer simply react and respond to calls for service when they are received. The ILP philosophy guides the Pasco Sheriff's Office in a proactive approach, not just in preventing crime and victimization, but also through the countless outreach efforts and community partnerships to serve all facets that make up our community. We are proud of our service to the citizens of Pasco that resulted in a reduction in property crime of more than 35% over the last eight years, and look forward to continuing to innovate and create new methods of outreach and engagement to serve Pasco County.

The motto of the Pasco Sheriff's Office, "We Fight As One," means that we fight together as a community to better Pasco County. Through these community partnerships, that is possible. Working together, we can all create a stronger Pasco County.



PROTECTING OUR SCHOOLS

School Resource Officers (SROs) are specially trained deputies assigned to specific schools for educational and crime prevention purposes. They are responsible for services such as:

1. Serving as a resource in delinquency prevention.
2. Providing guidance on ethical issues.
3. Providing individual counseling or mentoring to students.
4. Explaining the role of law enforcement in society.
5. Presenting educational programs for juveniles that include, but are not limited to substance abuse prevention and the Gang Resistance Education and Training Program.

The Sheriff's Office takes the role of mentorship seriously, and connects with the community by visiting schools throughout Pasco County to provide demonstrations or presentations to students on the role of law enforcement in the community. We are proud to serve as the law enforcement agency for the Pasco County School District.

This mentorship role, though, is not limited to preventing crime. Instead, our SROs work directly with the students in the schools in which they serve to address concerns such as homelessness, mental health concerns, child abuse, truancy, familial issues and other adverse childhood experiences that could negatively impact the student's future. Our goal is to provide every student the opportunity to succeed, not just in school but in life.

Furthermore, School Resource Officers at the Pasco Sheriff's Office are tasked with coordinating with school officials, guidance counselors and school-based intervention teams to offer services to at-risk juveniles to assist them in getting back on track, while also serving as the primary Sheriff's Office program for educating and interacting with juveniles in



PROTECTING OUR SCHOOLS

the school system. This partnership has been in place for over 20 years and we are deeply proud of our continued partnerships with the Pasco County School District.

In addition, through that same partnership with the Pasco County School District, the Pasco Sheriff's Office was the first law enforcement agency in the state of Florida to implement the Guardian Training, which is required through the Marjory Stoneman Douglas legislation. Protecting our children is our top priority and we work hand-in-hand with the Pasco County School District to address school threats through this training.

In the aftermath of tragedies such as Sandy Hook, Columbine and Marjory Stoneman Douglas, it is important for the safety of the children that SROs engage in the schools in which they serve.

The Marjory Stoneman Douglas Commission identified communication and data sharing among engaged agencies and organizations as critically important to student, faculty and facility safety. The Pasco Sheriff's Office is proud of its partnership with the Pasco County School District that was ahead of its time in this respect.

It is clear that data sharing between schools and law enforcement is a vital component of keeping our students safe. For this reason, the Pasco Sheriff's Office has a Threat Intelligence Analyst, through ILP and in partnership with the Pasco County School District. The analyst position is based on the Marjory Stoneman Douglas Commission as well as Senate Bill 7026, which mandated School-Based Threat Assessment Teams, allowing for enhanced coordination and information sharing between law enforcement and the Department of Education.



PROTECTING OUR SCHOOLS

With 117 threats investigated last year by SROs in Pasco schools, despite a third of the school year being held remotely due to the COVID-19 pandemic, our SROs are a critical component of our strategy to protect students, faculty and the public. Each of these threats must be taken seriously and thoroughly investigated.

In response to Senate Bill 7026, and recognizing the number of threats that Pasco schools were facing each year, the Pasco County School Board collaborated with the Pasco County Sheriff's Office to create a District-Wide Threat Assessment Team, as well as School-Based Threat Assessment Teams (SBTAT) in the summer of 2018.



These teams consist of school administration, school psychologists, school nurses, school social workers and law enforcement. At the middle and high school-based level, the Pasco Sheriff's Office role is the SRO and at the District Level, it is an Analyst within the Pasco Sheriff's Office Intelligence-Led Policing unit.

As a member of the Pasco County School District's Threat Assessment Team, the Threat Intelligence Analyst is utilized as a liaison at monthly meetings and provides any analytical support in response to crisis and emergencies.

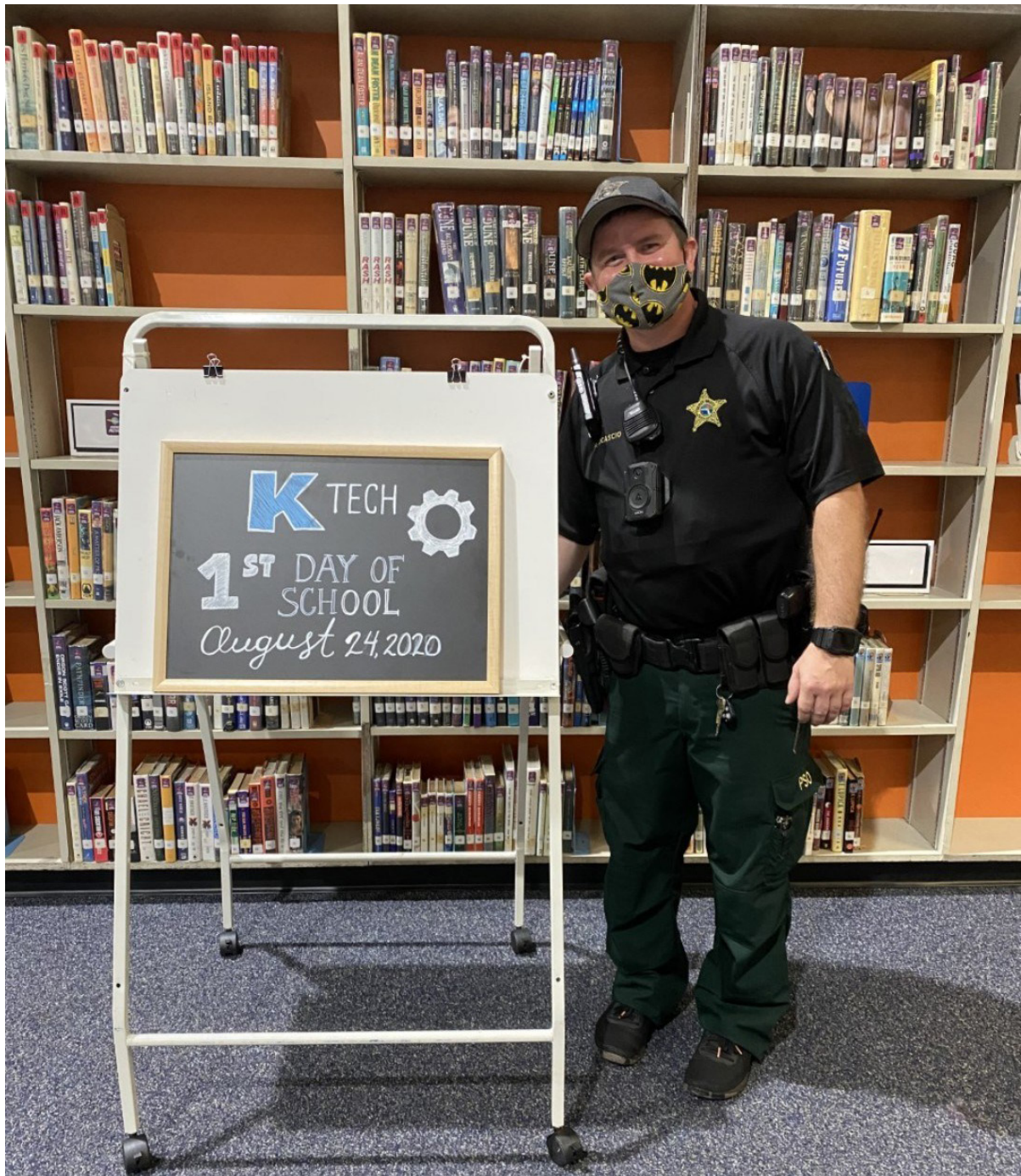
PROTECTING OUR SCHOOLS

When information regarding a juvenile is provided, the SBTAT completes a safety plan that will best suit the child's needs to make sure they are in the best environment possible. If services are needed, a referral to the School-Based Mental Health Team is made.

The analyst provides guidance and support to law enforcement, school administration, members of SBTATs, students, faculty and school-related personnel on recognizing threatening or aberrant behavior that may represent a threat to the community, school or self. They also provide a mechanism for reporting this behavior for assessment and monitoring, as required by Senate Bill 7026 and as noted in the Marjory Stoneman Douglas Commission Report.

Through these steps, the Pasco Sheriff's Office and the Pasco County School District are proactive in addressing the numerous threats received regarding Pasco County's schools and to work in tandem to keep our children safe.

This remains our top priority each day as we proactively serve our community. We are proud to play a role in students' lives through dedicated mentorship.



YOUTH ENGAGEMENT

In addition to protecting our schools and engaging with youth through the SRO program, the Pasco Sheriff's Office also interacts with the youth in our community through several different components, including our Juvenile Choice program, Explorers program and Officer Friendlies.

The Pasco Sheriff's Office uses juvenile diversion, where juveniles with little to no previous criminal history are given the opportunity to learn from their mistakes and not carry a permanent criminal record into adulthood. This diversion program is part of a dedicated proactive response to addressing juvenile crime, while also ensuring that juveniles are afforded every opportunity to succeed.

Connecting with at-risk juveniles or juveniles with a criminal history also serves as a key component of our Juvenile Choice program. Through this program, the Pasco Sheriff's Office offers mentorship and guidance to attempt to break the cycle of recidivism for a juvenile. This is not only a key component of crime prevention but also a key component of the Pasco Sheriff's Office community engagement. We are a part of our community and have no desire to see anyone, especially juveniles, continue to commit crimes.

In addition to the Juvenile Choice program for those who have previously offended, the Pasco Sheriff's Office also offers several opportunities for youth who want to learn more about law enforcement or who are interested in considering law enforcement as a career, including a robust internship program, which is discussed later on, and the Explorer program.



YOUTH ENGAGEMENT

The Pasco Sheriff's Office's Explorer program is designed for teenagers and young adults, ages 14 to 21, to explore a career in law enforcement. Members of the Explorer program receive training in a variety of topics including officer safety, report writing, handcuffing procedures, interviewing and note taking, traffic stops and much more.

Embedded into the Program are the agency's values and core philosophies: servant leadership and ILP. Explorers actively engage with the community and provide volunteer service to various components of the agency and community events, such as fairs, parades, rodeos and races.



In addition, Explorers participate in ride-alongs with agency members to observe their day-to-day activities. Explorers may shadow patrol deputies, corrections deputies, the school resource unit and communications (dispatch), while also receiving volunteer hours for their work, all while attending training meetings and community events.

Explorers are taught the fundamental principles and core values of the Sheriff's Office: integrity, teamwork, determination, esprit de corps, professionalism and camaraderie, while also enhancing their skills in time management, public speaking, decision making and accountability.

Explorers interact with agency members and other law enforcement officials from other city, county and state jurisdictions. Explorers are exposed to the agency's procedures, facilities and equipment.

In addition, Explorers are exposed to scenario based training and classroom instruction at each general meeting. Explorers attend training events throughout the State of Florida to enhance their law enforcement knowledge and skills, and compete in state and national competitions to demonstrate their knowledge.

We are proud that over 25 Explorers have left the program to become law enforcement officers, including within our own agency and extending to members of the command staff.

In addition to the Explorers, Juvenile Diversion, Juvenile Choice and SROs, the Pasco Sheriff's Office also employs two Officer Friendly corporals. These corporals serve specific areas of Pasco County, including

YOUTH ENGAGEMENT

the Lacoochee and Trilby areas, which are identified by Pasco County as underserved. The role of the Officer Friendly is to bridge the gap with the community through engagement.

This engagement takes on countless appearances, including foot patrols, attending community events, food distributions in partnership with community organizations and other opportunities to interact and engage with the community in which they serve, with a special focus on the youth. Frequently, the Officer Friendly corporals can be seen playing basketball at a local park with children, showing that our law enforcement officers are more than their career and creating an opportunity to engage with our community at a personal level.



The goal of the Officer Friendly program is to address needs where they exist in our community. Through meeting these needs with events such as food distributions, Officer Friendly corporals are able to come in contact with members of the community to establish meaningful and lasting relationships.

These efforts are also recognized at the national level, as our Officer Friendly program was the recipient of a Maytag “Dependable Leader for Tampa Area Youth” in 2019, coinciding with National Mentoring Day.

The Pasco Sheriff’s Office also provides additional opportunities for youth engagement in our community, by offering instruction on cybersecurity and forensics through F1RST each year.

Making meaningful and lasting relationships and connections with youth are proactive ways to serve our community. These connections teach youth that law enforcement officers are like them and have a strong desire to continue to improve the community in which they serve.

REDUCING VICTIMIZATION

In addition to our community partnerships and service to the youth in our community, the Pasco Sheriff's Office continually evaluates our policies and procedures to ensure they are community and victim centric, including numerous prevention and intervention programs, to keep our community safe. One of our greatest success is preventing an individual from becoming a victim or being re-victimized.

Our victim centric programs focuses on the Victims' Advocates, which are agency members who work to assist victims throughout the entire criminal process. We are proud to provide this service to crime victims to guide and support them through an often stressful court process. The Victims' Advocate program was recognized by the Florida Sheriff's Association, as well, with one of our Supervisors recently named as the recipient of the inaugural Florida Sheriff's Association Civilian of the Year. This award recognizes exemplary service above self by a civilian employed at a Florida sheriff's office, and we are proud of the work of our Victims' Advocates.

The Pasco Sheriff's Office also works with community partners to address other causes of victimization in our community. For example, through a strong partnership with Sunrise Domestic Violence shelter, special-

ized training to address domestic violence is provided to our members.

Furthermore, the Pasco Sheriff's Office realizes the unfortunate trend of criminals to target scams to elderly individuals in our community. These scams include fake warrant phone calls, calls pretending that a loved one, typically a grand-child, has been arrested and other, nefarious trends to attempt to entice an elderly member of



REDUCING VICTIMIZATION

our community to send gift cards or money to a criminal. These trends are seen across the country and Pasco County is not immune.

As such, the Pasco Sheriff's Office engages in a robust public awareness campaign to help prevent these scams and protect our community. The Pasco Sheriff's Office utilizes the #ScamSaturday trend to make community members aware of these criminal acts and encourages members of our community to share this information with their family, friends and loved ones through social media.

The Pasco Sheriff's Office also makes numerous community presentations throughout each year focused on neighborhood associations, assisted living facilities and other elements of our community to educate the public on these scams and help prevent criminal activity.

Taking a leading role in educating the public on scam trends and preventing elderly focused crime is another proactive step the Pasco Sheriff's Office is taking, instead of reacting to a member of our community becoming the victim of a crime.



ADDRESSING MENTAL HEALTH & HOMELESSNESS

The Pasco Sheriff's Office also understands the importance of working to address mental health issues and homelessness in Pasco County and, as such, the Pasco Sheriff's Office was one of the first law enforcement agencies in the Tampa Bay Area to implement a robust, multifaceted Behavioral Health Intervention Team (BHIT). This team serves the homeless population in Pasco County, as well as those who are struggling with mental health and substance abuse issues.

The Pasco Sheriff's Office realizes that addressing the issues of mental health issues and homelessness cannot be done by only focusing on the arrest of an individual. Instead, in many of these cases, no criminal act was even committed. This is a healthcare issue and, due to a lack of resources in our community, your Sheriff's Office has stepped up to address. These are individuals who need assistance and the Pasco Sheriff's Office is proud to be able to connect these individuals to needed services. These cases require communication and outreach to establish relationships with these individuals to connect them to resources in our community and in the Tampa Bay Area for help.

Within Pasco County, the Pasco Sheriff's Office is proud to partner BHIT with groups such as Metropolitan Ministries, the Homeless Coalition of Pasco County, National Alliance for Mental Illness, Pasco County Community Development and other governmental and non-governmental organizations. These partnerships are key to our approach to address mental health and homelessness in our community.

The Pasco Sheriff's Office is proud of these partnerships and understand that these are not concerns that can only be addressed by law enforcement. Instead, these issues require a comprehensive approach with many different elements of the community providing wrap around services to these individuals.

Our BHIT detectives play an important part in this, making certain that these individuals maintain their assistance plans and take the steps they need to take, that they are taking medications and that their needs are being met as much as possible.

Meeting needs takes on many different appearances; it can be as simple as making sure that an



ADDRESSING MENTAL HEALTH & HOMELESSNESS

individual has shoes or a ride to an appointment. BHIT also employs two shelter-rescued Animal Assisted Therapy dogs to assist in providing a calm presence to those experiencing a crisis. While this is not a typical law enforcement function, the Pasco Sheriff's Office, through BHIT, is proud to offer these services as we once again address the key question of "if not us, who?"

The Pasco Sheriff's Office also requires Crisis Intervention Training (CIT) for all law enforcement officers to equip them with the skills and expertise necessary to deal with an individual who may be having a mental health crisis. This training provides law enforcement officers with the skills to de-escalate a situation and is also a component of the de-escalation training that is taught throughout the agency.

CIT and de-escalation training serves our community and our members by ensuring that members are well equipped with the tools they need to respond to any situation and keep our community safe. Often, law enforcement is faced with being the first responder to a call that, while not criminal in nature, may involve a mental health or substance abuse crisis. These trainings make certain our members are able to respond and address these situations in which law enforcement is often forced into, in a safe manner for all involved.

The Pasco Sheriff's Office has enhanced autism training for all deputies and has also implemented the Autism Awareness Program which provides information to first responders on the individual with whom they're interacting. Furthermore, the Pasco Sheriff's Office also assists those with cognitive issues through the Safety Net program to return individuals safely home.



We are proud to serve our community and we are proud to take a proactive approach to addressing these concerns in our community every day.

COMBATting SUBSTANCE ABUSE

The Pasco Sheriff's Office also understands that substance abuse is an issue that is plaguing Pasco County as Pasco County has experienced the highest rate of overdoses in the county's history in the last two years. As such, this issue requires a proactive approach to law enforcement. As discussed above in detailing the ILP philosophy, it is impossible to merely serve as a reactive law enforcement force to these issues.

The Pasco Sheriff's Office Narcotics Unit partners with BayCare Behavioral Health to have a Care Coordinator present at drug-related search warrants to make contact with those identified as struggling with addiction. The goal is to get these individuals healthcare assistance as quickly as possible to begin addressing their needs. In another proactive

approach, deputies have been equipped with Narcan since 2017 to reverse the effects of overdoses and save lives in our community.

Furthermore, the Pasco Sheriff's Office Intelligence-Led Policing Analysts produce a monthly document that analyzes overdose trends. This report is distributed to community partners to assist in appropriate allocation of community resources. This is important to ensure our community partners can also be proactive in their distribution of resources throughout our community.

Sheriff Nocco has made it clear that substance abuse is an issue that cannot be solved by simply arresting an individual. Instead, these cases require communication and outreach to establish relationships with these individuals to connect them to resources in our community and in the Tampa Bay Area for help. In fact, recognizing the significant negative impact that substance abuse has on our community, BHIT has a dedicated Overdose Detective who responds to every overdose, when possible, to connect the surviving individual to resources as quickly as possible following an overdose.

To further prevent overdoses in our community, the Pasco Sheriff's Office, in conjunction with the Drug Enforcement Agency, participates in an annual pill drop event where individuals can bring expired or unused prescriptions for safe disposal. Recently, this event took in over 738 pounds of prescription pills and safely disposed of them, keeping them out of the wrong hands. This is part of an important partnership with our community that proactively seeks to prevent prescription drugs from entering into our streets and being abused.

The Pasco Sheriff's Office is also proactive in working to take illicit substances off of Pasco County's streets.



COMBATting SUBSTANCE ABUSE

This includes several recent arrests where more than 435,000 lethal doses of fentanyl were removed from Pasco County, saving countless lives.

The Pasco Sheriff's Office continues to create strong partnerships throughout both academia and health care providers. Our partnerships with BayCare, as discussed above, are also included in the "Alternatives to Incarceration Pasco" program (ATIP), which launched in 2019. The goal of this program is to identify and provide services at all points of interception, including criminal justice involvement, services while incarcerated, reentry services upon release and continued follow-up after release. Several individuals qualify for this program, including first-time offenders with Substance Use Disorder, repeat offenders with history of intravenous opioid use and pregnant/postpartum females with a history of substance use.

Currently, this program utilizes five staff members: two Case Managers/Re-Entry planners and one Master Level Clinician/Certified Addiction Professional located within the detention facility, and two Case Manager within the community. Case Managers/Re-Entry Planners focus on outlining a detailed plan for inmates to eliminate barriers for successful transition back into the community. This includes linking participants to FARR-certified recovery homes, scheduling behavioral health appointments and assisting in transportation arrangements.

Once released, participants meet with the community Care Manager to assist in following their re-entry plan and increase their positive support network in the community. Referrals are received from the Office of the Public Defender, detention center medical staff and come from those identified as "high utilizers" by the Pasco Sheriff's Office Intelligence-Led Policing program, which is part of being proactive in breaking the cycle of substance abuse.

To date, 168 inmates have been screened, assessed and provided behavioral health recommendations for post-release services. Beginning in June 2019, participants in the ATIP program became eligible to receive an initial dose of Vivitrol, which aids in the recovery of substance abuse, prior to their release to combat the risk of relapse of opioid dependence. Follow-up injections are scheduled with BayCare Behavioral Health. Also starting in July 2019, ATIP's Certified Addiction Professional began offering Moral Reconciliation Therapy (MRT) groups to incarcerated participants of the ATIP program. MRT is a systematic treatment approach that seeks to decrease recidivism by increasing moral reasoning.

Together as a community, we can fight as one to address the concerns we face regarding mental health and substance abuse. We must be proactive in addressing these concerns, as a reactive approach will only continue the cycle in our community. These ardent approaches will help us, along with our partnerships with community service providers, to connect those in need to the resources available in our community.



FEDERAL PARTNERSHIPS

The Pasco Sheriff's Office understands that combatting issues in Pasco County cannot be done in a vacuum, as evidenced by the great deal of community partnerships discussed in this document. However, the Pasco Sheriff's Office also understands that not all issues can be addressed through the Pasco Sheriff's Office or community partnerships but that federal partnerships are also necessary to best serve the citizens of Pasco County.

For example, the Pasco Sheriff's Office Narcotics Unit partners with federal agencies to serve on task forces throughout the Tampa Bay Area. This partnership allows the Sheriff's Office to proactively address the issues created through drugs in our community.

The Pasco Sheriff's Office also partners with the Department of Homeland Security on Operation Stonegarden, which works to stop those who may be trafficking drugs on Pasco County's roads and waterways or engaged in human trafficking. These partnerships continue our mission to end illicit drugs entering our county and negatively impacting the lives of our citizens.



Furthermore, the Pasco Sheriff's Office is also working to create a Biosecurity Task Force. To that end, we have recently established a strategic partnership with the Food and Drug Administration (FDA) Office of Criminal Investigations (OCI). FDA OCI serves as the federal law enforcement arm of the FDA, tasked with protecting the American public from criminal activities involving FDA regulated products including all drugs and food products, among other items.

OCI conducts criminal investigations aimed at identifying, investigating and prosecuting criminal actors engaging in healthcare fraud including criminal actors manufacturing and distributing counterfeit, unapproved or misbranded medical products, illicit diversion of prescription drugs, fraudulent schemes claiming to be disease cures that are false and ineffective, clinical trial and clinical investigation fraud and all other facets of fraud related to FDA regulated products. The FDA OCI mission is integral to the safety and security of the American public and the citizens of Pasco County.

With this mission, FDA OCI is equipped with roughly 350 individuals worldwide tasked with criminal investigations spanning the globe and covering every medication, medical device and food product consumed by citizens.

This lack of resources has inspired the Pasco Sheriff's Office to create a new partnership capable of protect-

FEDERAL PARTNERSHIPS

ing Pasco County residents and the broader Tampa Bay region from criminals engaging in healthcare fraud.

The Pasco Sheriff's Office understands that, in the current illegal drug criminal landscape, two broad categories of illicit substances and their associated criminal behaviors pose challenges. The first category involves illegal drug substances such as cocaine, meth and others that have no medical benefit, and the second category involves legal prescription drugs that are counterfeit or legal prescription drugs that are used in illegal activities.

Legal prescription drugs can be abused by individuals using a prescription drug in defiance of a physician's orders. This includes those that sell their prescriptions to individuals that do not have a medical condition requiring such a drug. Additionally, an estimated 10% of the world's medicine is counterfeit and the problem is exacerbated by the fact that counterfeit detection is difficult. As such, interdiction can be difficult, making the Pasco Sheriff's Office's federal partnerships imperative. The ultimate goal of this partnership is to protect you from fraudulent prescriptions and to prevent another prescription pill epidemic in our community.

The Pasco Sheriff's Office realizes the importance of protecting the safety and security of all residents. As a result, our strategic partnership with the FDA is focused on creating a new Healthcare Intelligence Unit in Pasco County that will work with the FDA through innovative and comprehensive investigative strategies designed to disrupt, displace and ultimately dismantle those threatening the health and safety of our citizens.

We have established a Task Force Officer (TFO) arrangement with the FDA in which a Pasco Sheriff's detective will be federally deputized by FDA OCI to accurately identify counterfeit prescription drugs infiltrating our community.

As part of our new partnership with FDA OCI, the Pasco Sheriff's Office Biosecurity Task Force is working to establish a forensic lab which will include a research and development arm to detect counterfeit medicines.

This will enable the Pasco Sheriff's Office to expose criminal networks threatening the health and safety of our citizens.

Our FDA partnership and Biosecurity Task Force initiatives illustrate the innovation of the Pasco Sheriff's Office and the ways in which we augment our responsibility to protect and defend our citizens in an ever-changing criminal environment by taking a proactive approach to law enforcement.



STOPPING RECIDIVISM

The Pasco Sheriff's Office manages the Land O' Lakes Detention Center on behalf of Pasco County. As such, the Sheriff's Office is responsible for supervising an average of more than 1,800 inmates in custody each day.

In the same proactive way that the Pasco Sheriff's Office addresses the community, those in custody at the Land O' Lakes Detention Center are also a priority. Through numerous programs, a plan is established to better the lives of those in custody and aid in breaking the cycle of recidivism.

The Pasco Sheriff's Office is proud to be a part of the Pasco Re-Entry Alliance, a group of community leaders and businesses that provides employment opportunities to those who have offended once they finish their sentences. This group of community and business leaders focuses on the necessary skills to employ these individuals, and the Pasco Sheriff's Office has established several inmate vocational programs where inmates can receive industry certifications and educational degrees while serving their sentences.

In addition, the community helps support those who are in custody through the purchase of items from the Pasco Sheriff's Office Vocational Store. These items, which include chairs, tables, barbecue smokers and other items, are all constructed by those in custody as they learn their new skills. Any purchase of these items by our community goes directly to supporting these inmate vocational programs by purchasing supplies or training guides for inmates to use.

These programs also include carpentry, construction and welding and numerous educational and religious based classes, offered through tablets in the housing units at the Land O' Lakes Detention Center. These tablets are free to the inmates and provide educational and legal resources to take a proactive approach to improving their lives, while they are in custody.

The Pasco Sheriff's Office also recognizes the unique issues that some incarcerated individuals face and the Land O' Lakes Detention Center has specialty housing units for those who are veterans, religious or coping



STOPPING RECIDIVISM

with mental health issues. These housing units allow these individuals to receive specific instruction or care based on their needs, and aid in breaking the cycle of recidivism. Further, Celebrate Recovery is offered as a partnership with local faith-based organizations in the jail, with options to continue participation in local congregations once released.

The Pasco Sheriff's Office also partners with numerous human and sex trafficking organizations to combat the scourge of human trafficking and offer resources to those in the jail who may be at risk of being trafficked or who were trafficked previously. With these trainings and resources, the goal of the Pasco Sheriff's Office is to proactively end human trafficking one individual and one life at a time.

The ability to spend time with family and loved ones is a key component of rehabilitation of any individual. For this reason, the Pasco Sheriff's Office innovated the visiting process to allow visitations to occur from anywhere; individuals no longer need to travel to the Land O' Lakes Detention Center to see their loved ones. Instead, those in custody can now visit with their family remotely through visitation portals in each housing unit.

Furthermore, the Pasco Sheriff's Office recently partnered with the University of South Florida to receive two grants from the National Institute of Justice, totaling more than \$1.2 million dollars, to further assist those in custody in the Land O' Lakes Detention Center. These grants will help provide pre- and post-release services to between 400 to 800 inmates. It will also evaluate the services the Pasco Sheriff's Office provides to remain on the forefront of innovation.

These grants provide for a randomized controlled trial to evaluate whether pre-release services, post-release services, or a combination reduce recidivism and improve outcomes. The pre-release program is

a cognitive behavioral skills training group while in jail and the post-release services will include a case worker, paraprofessional support provided by USF students and connection to BayCare treatment centers matched to their needs for issues such as substance abuse, cognitive rehabilitation for mental health issues, housing support and other needs.

Once again, the Pasco Sheriff's Office realizes that arrests are not the solution for many of the issues that face society, especially mental health and substance abuse. However, these proactive programs in the Land O' Lakes Detention Center focus on rehabilitation and improvement for these individuals while they are in custody, while partnering with community based organization to help these individuals find employment when their sentences are completed. Through the ILP approach, working with those in custody to ensure their needs are met and that they are employable when they leave the Land O' Lakes Detention Center will help break the cycle of recidivism and reduce crime in Pasco County.



F1RST: FLORIDA'S FORENSIC INSTITUTE FOR RESEARCH, SECURITY & TACTICS

In addition to the efforts undertaken to connect and serve our community addressed previously, the Pasco Sheriff's Office also established a world class training and research facility: Florida's Forensic Institute for Research, Security and Tactics, or F1RST, to continue to drive innovation and proactive approaches to policing.

This groundbreaking program is possible thanks to the support of the Pasco County legislative delegation who understood the vision and possibility that such a training facility could exist in Pasco County, and sought legislative funding for this project.

Through F1RST, research continues on a variety of topics including forensic anthropology, K9, SWAT, resiliency, drones, cybersecurity and other disciplines, all with an eye to the future of law enforcement and future issues that may require the attention of the Pasco Sheriff's Office as they impact our community.

F1RST also established numerous partnerships with academic institutions across the nation, including the University of Florida, University of Central Florida, Florida Gulf Coast University, Kansas State University, St. Leo University, Pasco-Hernando State College and Norwich University. These partnerships lead to robust research opportunities for our members and in turn, benefit the citizens of Pasco County through the knowledge provided to our members as they serve the community.

The Pasco Sheriff's Office also partners with the Pasco EDC in this endeavor, as the Sheriff's Office recognizes the important role that F1RST can play in economic development in Pasco County. This is a prime example of our many community partnerships and how these partnerships serve to better the community. Individuals from throughout the world visit the F1RST campus to attend the variety of trainings F1RST holds annually, spending nights in local hotel rooms and spending money at local businesses, which help drive economic development and opportunity in Pasco County. F1RST will be creating jobs in our community.

Besides the Pasco Sheriff's Office, numerous agencies train at F1RST, such as federal agencies, including FEMA and the Coast Guard, and other first responder agency from throughout the Tampa Bay Area. Local and international businesses also conduct research and training at F1RST relating to law enforcement. These partnerships will continue to help F1RST innovate the future of law enforcement.



F1RST: FLORIDA'S FORENSIC INSTITUTE FOR RESEARCH, SECURITY & TACTICS

As an academic and research based organization, the Pasco Sheriff's Office values the myriad of partnerships that exist at F1RST, especially those regarding the future of policing. As such, the Pasco Sheriff's Office realizes that F1RST is an avenue through which to drive this future of policing forward. These partnerships include universities as well as cutting edge training, including multiple FEMA certified rubble piles.

At these rubble piles, the Pasco Sheriff's Office takes yet another proactive approach to policing by training K9s in various search and rescue scenarios. This allows the Pasco Sheriff's Office to train and prepare K9 teams housed within the Pasco Sheriff's Office, who can immediately begin search and rescue operations, instead of being forced to wait for outside entities with these capabilities to respond.

In addition, F1RST continues to lead in forensic anthropology, enhancing the efficiency of Pasco Sheriff's Office forensic investigators in solving crimes. F1RST also focuses on SWAT tactics, K9 training and other new technologies such as drones, with additional focuses of future research made possible through the academic partnerships that F1RST has established.

Through all F1RST does, the omnipresent focus remains on being a proactive law enforcement agency and taking that stance through all we do, whether it be through research, security or law enforcement tactics.



PREPARING FOR FUTURE CHALLENGES

As part of our proactive approach to law enforcement, the Pasco Sheriff's Office also understands that the challenges facing our community are ever-changing. The issues that faced Pasco County 20 years ago are vastly different from the issues the Pasco Sheriff's Office addresses today.

For that reason, the Pasco Sheriff's Office looks ahead to the latest emerging trends to help us remain proactive, instead of reacting to a changing trend. As such, through Pasco Sheriff's Office entities such as the Future Operations Section, as well as our Training Section, trends are analyzed to ensure that we remain a vanguard of law enforcement and ahead of the issues that may face Pasco County in the future.

One of the top emerging issues centers around cyber and grid security. As such, the Pasco Sheriff's Office has already begun to address this threat.

F1RST recently held the first training with area power companies to address cyber and grid security issues that they may face, which also established coordination between these companies and the Pasco Sheriff's Office. Additional trainings will occur in the future as we work to address this emerging threat.

In addition, the Pasco Sheriff's Office has also created a Director of Cyber Enterprise position. This position is tasked with agency-wide coordination for cyber investigations, digital forensics, cybersecurity, investigative technology innovation and cyber intelligence.

This position will also coordinate Cyber Training in partnership with F1RST, and lead cyber crimes investigations. It is critical that the Pasco Sheriff's Office have a catalog of current technical capabilities and coordinate agency-wide innovation to address this emerging threat.

Finally, as part of our mission to establish meaningful and long-lasting community partnerships, the Director of Cyber Enterprise develops private and public partnerships and fosters a spirit of cyber crime prevention through our community, all while partnering with academia on emerging trends in cybercrime, cyber security and grid security.

Being prepared for these new and emerging law enforcement challenges is a key component to being a proactive, not reactive, law enforcement agency and the Pasco Sheriff's Office is committed to remaining at the forefront of law enforcement to best protect and serve our community.



VOLUNTEERISM & INTERNSHIPS

The Pasco Sheriff's Office is grateful for the support we receive from our community which extends to the numerous volunteers who serve with dedication throughout your Pasco Sheriff's Office. These volunteers serve hundreds of hours each year in several areas of the agency including community engagement, search and rescue and forensics, and work alongside your Sheriff's Office to make our community better.

These volunteers include both the Volunteer Jeep Unit and the Mounted Posse, who assist in community events and engagements. They also assist in the safe location and recovery of missing and endangered individuals. The Pasco Sheriff's Office also has a Citizen Service Unit consisting of dedicated volunteers who assist with traffic control and other important functions to help our community.



VOLUNTEERISM & INTERNSHIPS

The support of these dedicated volunteers allows the Sheriff's Office to provide a high level of service to our community, and elevates the role our community plays in creating a better Pasco in which to live, work and play. We are deeply grateful for their dedicated and selfless service to our community.

In addition, a robust internship program exists through the Pasco Sheriff's Office Human Resources Section, which partners with universities throughout the Tampa Bay Area and across the country to provide meaningful, real world experience to students. Recognizing the important role that these students play in our future, these opportunities allow them to see different pathways to a career in law enforcement.

Law enforcement can no longer merely respond to calls for service, as discussed previously in this document. Instead, law enforcement now offers a myriad of career paths and areas of focus. The Pasco Sheriff's Office's internship program aims to provide students with unique experiences to further guide their future career choices.

Without the support of our community, none of this would be possible.



ASSISTING OUR MEMBERS & FAMILIES

The Pasco Sheriff's Office realizes that without the men and women who serve Pasco County every day, none of the items previously discussed are possible. As such, the Pasco Sheriff's Office also takes a proactive and comprehensive approach to the resiliency of our members by providing professional resources to assist in the mental, relational and spiritual needs of members and their immediate families.

Our members are reminded that "it's ok to not be ok, but it is not ok to stay that way". Members with healthy self-care habits and family values serve the community with a greater passion while possessing the ability to "bounce back" from critical incidents. The Pasco Sheriff's Office takes pride in providing our members and their families with the resources necessary to serve the community with that passion and professionalism.

The Pasco Sheriff's Office takes a holistic approach to serving our members with a three-pronged approach which includes the Family Support Network, agency chaplains and mental wellness.

The Family Support Network exists to educate, empower and engage our families by providing support to the spouse, significant other, companions, children and parents of our agency members. Family plays a crucial role in the emotional health and wellness of those in law enforcement, but our family needs support and resources as well. Spouses, significant others, companions, children and parents often face secondary trauma and unique circumstances. The Family Support Network provides the tools and resources to be prepared for the unexpected trauma and difficult conversations.

The Family Support Network also provides educational opportunities and resources to assist members with navigating the home life, and agency culture. Educational support is provided through books, podcasts, online resources and networking opportunities. All trainings are designed to improve the lives of our members and make certain that our members are able to continue serving our community with the same passion they possessed when they began their career.

The Family Support Network also provides resources to empower members with important information and community partnerships.

Additionally, the Family Support Network provides activities for agency children to encourage the development of friendships and lifetime relationships through numerous events during the year including a Glow-in-the-Dark Trick-or-Treat event, Summer



ASSISTING OUR MEMBERS & FAMILIES

Blast, which is a week-long summer camp for agency children from age four through sixth grade and Cookies with Santa.

The Pasco Sheriff's Office Chaplain Unit exists as a ministry of presence providing accessible and effective ministry to agency personnel and their immediate family. Possessing a passion to listen without judgement and bring hope, agency chaplains are trained community faith leaders who possess law enforcement chaplain credentials through the International Conference of Police Chaplains. Providing confidential guidance and counsel to agency members, chaplains serve people of all faiths and do not impose a specific belief on others.

Chaplains are background checked, ordained clergy with high moral and spiritual standards who possess CJIC, ICPC and CISM certifications. Agency chaplains help to bring calm to chaos, provide on-scene crisis intervention, critical incident debriefing and participate in the agency ride-along program. The chaplain contact number is available 24 hours a day to members and their families.

The Pasco Sheriff's Office further recognizes the need to provide mental wellness resources to our members. Mental wellness is addressed through numerous programs, including Critical Incident Stress Management, Peer Support, Employee Assistance Program, Resiliency Training and the PTS App.

The Pasco Sheriff's Office knows its members may encounter traumatic or significantly stressful events, on or off duty, which could result in a member experiencing post-incident stress related symptoms. Incidents such as these are likely to produce stress related physical or psychological reactions which may cause a member to experience unfavorable health conditions. The Critical Incident Stress Management Team (CISM) is certified through the International Critical Incident Stress Foundation, Inc. and provides voluntary debriefings following all critical incidents.

The Peer Support Team (PST) assists members involved in complex incidents involving significant distress, injury or death. By providing



ASSISTING OUR MEMBERS & FAMILIES

emotional and tangible support during times of crisis, members are equipped to handle their situations and are directed towards resources to assist in emotional and mental healing. The Peer Support Team creates a connection between agency members in crisis and their colleagues by building trust, which allows members to openly and confidentially share the pain they are experiencing.

The Employee Assistance Program (EAP) provides agency members experiencing personal challenges, the stress of which may affect their job performance. The EAP provides resources needed to succeed. Through EAP, members have the opportunity to receive personal advice and counsel from licensed skilled professionals in several areas. The Pasco Sheriff's Office takes a proactive approach to stress and stigma by identifying signs of critical incident stress in our members.

Resiliency is the ability to withstand or quickly recover from difficult conditions or the ability to mentally and emotionally cope with stress, adversity and trauma. Resiliency training is a four hour training provided to agency members once a year. The scenario-based training allows agency members to verbally and mentally walk through actual situations and create practical and personal skills that can be used to navigate adversity to ensure the ability to thrive in challenging environments.

The Pasco Sheriff's Office provides all members access to a Post-Traumatic Stress App. The app gives users the ability to experience early intervention and a quicker, positive outcome on the road to overcoming Post-Traumatic Stress.

The Pasco Sheriff's Office believes that these diverse types of outreach to our members is a proactive way to continue to serve our community. Ensuring that our members have the resources necessary to continue to serve and protect to the best of their ability will keep the community safe by making certain that our members are equipped to manage the innumerable issues they see each day.



IN CONCLUSION: YOUR SHERIFF'S OFFICE, SERVING OUR COMMUNITY

With the principles of Intelligence-Led Policing at the front of the mind, the Pasco Sheriff's Office continues to innovate to protect and partner with our community, while keeping it safe. ILP proves that reactive policing is no longer possible but rather, that proactive policing and strong community partnerships and engagement are necessary.

As innovation continues, the Pasco Sheriff's Office is on the forefront of innovation and proactive policing; establishing relationships and connections with our community to solve crime, reduce recidivism and reduce victimization.

This is achieved through a robust approach to academic research and partnerships throughout the community to address a litany of the issues that Pasco County faces every day. These issues are especially highlighted by mental health and substance abuse, and numerous programs and partnerships exist both in the community and, for those who have offended, in the Land O' Lakes Detention Center to attempt to break the cycle of substance abuse and recidivism.

Youth outreach and engagement is also a key component of the Pasco Sheriff's Office. This is highlighted by plentiful juvenile related programs, including juvenile diversion, Juvenile Choice, the Explorers and the Officer Friendly position. Bridging the gap between youth and the community that we serve is integral to the Pasco Sheriff's Office community engagement strategy. These programs, along with SROs in every middle and high school, demonstrate this priority.



IN CONCLUSION: YOUR SHERIFF'S OFFICE, SERVING OUR COMMUNITY

Finally, the Pasco Sheriff's Office realizes that there are many solutions to address the issues that face Pasco County and that arrests are not the only one. With the numerous programs offered in the community and in the Land O' Lakes Detention Center, the Pasco Sheriff's Office attempts to break the cycle of recidivism, end substance abuse and keep our community safe every day.

Breaking this cycle of crime and keeping our community safe are also key components of our public information strategy; keeping the public informed and knowledgeable is a proactive and smart approach to crime solving and crime prevention. In this same vein, our partnerships with businesses, faith based and environmental and agriculture communities show the importance of these pillars of our community and the need to keep them engaged with crime prevention.

Recognizing that all of these initiatives begin with our members, the Pasco Sheriff's Office also takes a proactive approach to the mental health and wellness of our members to ensure that they have the resources necessary to continue to serve our community.

These programs, as led by the ILP philosophy that stresses a proactive approach to policing, have resulted in a steep decline in crime in our community and in turn, have kept the citizens of Pasco County safer, which is our commitment to you.



ACADEMIC RESOURCES

The Pasco Sheriff's Office is an evidence and research based organization and the below research serves as a sampling of the academic information that guides the proactive policies of the Pasco Sheriff's Office:

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Owen, Natalie and Christine Cooper. 2013. *The start of a criminal career: Does the type of debut offense predict future offending?* London: Home Office.

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