

FLORIDA SHERIFFS ALL POINTS BULLETIN



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Christopher Cooper Daniels, Sr. 1959 – 2006

Born in Morristown, NJ, October 14, 1959, Lake County Sheriff Chris Daniels died on his 47th birthday. He was killed after being ejected from his vehicle during the Florida Sheriffs Youth Ranches "Battle of the Badges" bus race at the New Smyrna Speedway.

Sheriff Daniels earned his AS degree in Criminal Justice from Lake-Sumter Community College and his BA in Criminology from Saint Leo College. He also was a graduate of the FBI National Academy, 173rd session.

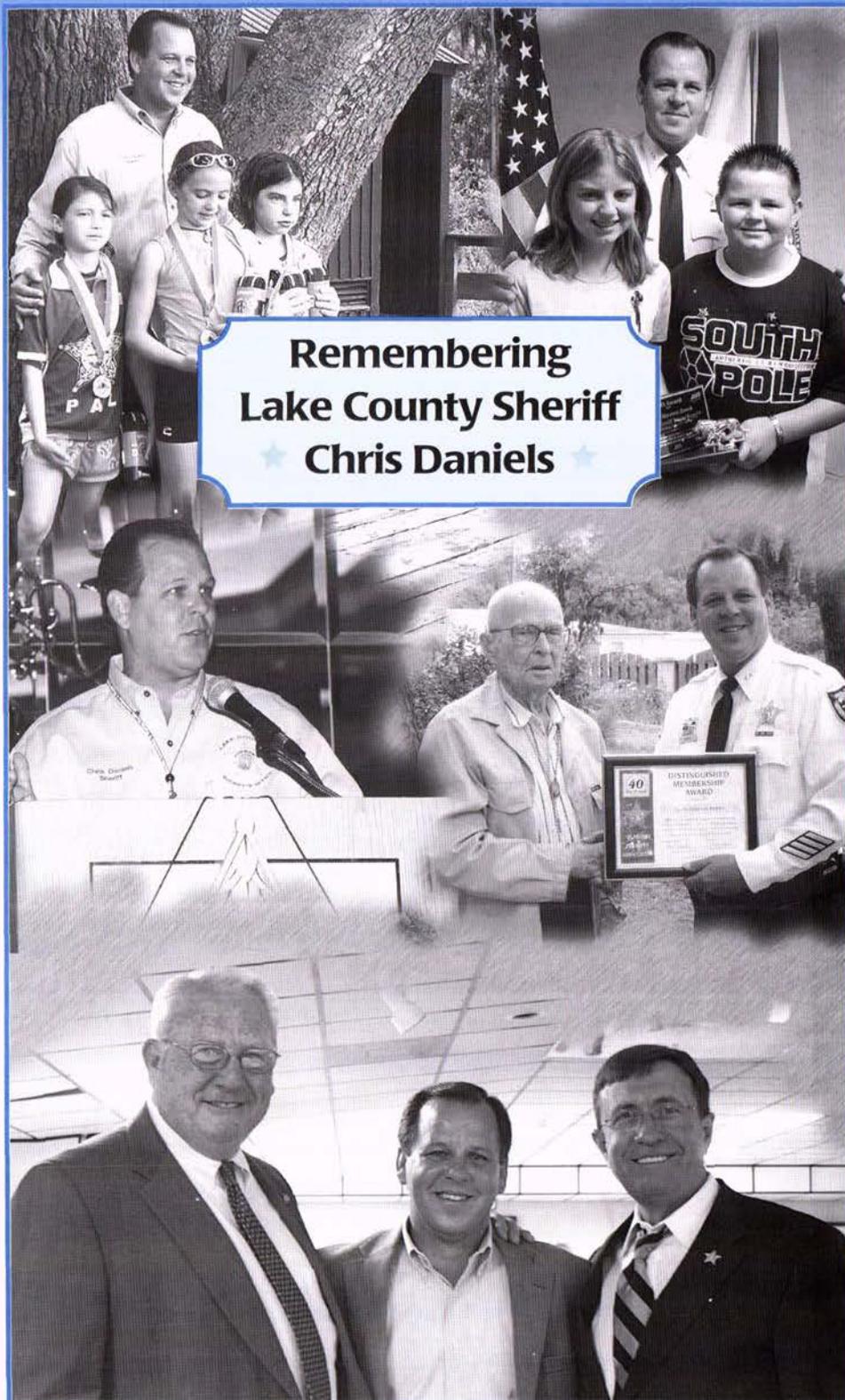
Prior to being elected to the office of Sheriff in November 2004, Sheriff Daniels had served the Eustice Police Department (1982-1985), Tavares Police Department (1985-1989) and the Lake County Sheriff's Office (1989 until his death).

He served in the US Army Military Police Corp. from 1978 to 1981. Sheriff Daniels also was very active in the community, including working with the Lake County PAL program, serving in Leadership Lake County and on the Lake-Sumter Community College Criminal Justice Advisory Board.

He is survived by his wife Michelle and three children: Ashley, Christopher and Lindsey.

The Florida Sheriffs Association joins the law-enforcement community in Florida, and all youth whose lives he touched, in honoring the memory of Lake County Sheriff Chris Daniels.

We will miss you.



Remembering
Lake County Sheriff
Chris Daniels

New Magazine and Web Site Launched For Marine Law Enforcement

One thing that is unique to Florida, compared to most other states, is its dependence on marine units and resources to provide local law enforcement on our abundant waterways. Still, staffing those units and screening the latest technologies can be a challenge.

Now marine units can find the information they need through a new, free Web site and online magazine at www.marinetactical.com.

Launched in May, Marine Tactical was created by Washington, DC-based Travis Communications, after the company had worked on a television series about marine policing units.

In addition to articles, the Web site will include forums, links to vessel lookup information, news, training, grant information and streaming video. Marine Tactical also just launched MARTAC Radio, a series of free daily audio programs for marine law enforcement that can be accessed through the site. The revenue to operate the site is provided by sponsoring vendors and manufacturers of boats and gear that are seeking to reach the marine law enforcement community.

Since the launch last spring, Marine Tactical has seen hundreds of agencies (local, state and federal) registering on the site and plans to continue adding tools and content over the next several months. One goal is to add a networked "real-time" vessel tracking (AIS) system to the site as well as a searchable vessel database - accessible to law enforcement personnel free of



charge 24/7.

To get preferred access, go to the Web site - www.marinetactical.com - and register using the code: 348796. The system will then e-mail a password and login back to you. Once law enforcement status is verified (24-48 hours), you will be granted access to the "restricted" areas of the site.

Find out more about the services to marine units by visiting www.marinetactical.com. Call: (703) 351-5011 or write to: Marine Tactical, 2111 Wilson Blvd., Suite 700, Arlington, Virginia 22201. ☆

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Photo by Larry Coltharp

By Julie S. Bettinger

“Sheriff Chris Daniels, Lake-1, is 10-7”

By now, most of us in Florida law enforcement have heard about the tragic accident that claimed the life of Lake County Sheriff Chris Daniels on October 14 – his 47th birthday.

I happened to be reading my e-mail that weekend, and my first clue was a message with the subject line, "Tribute to Sheriff Chris Daniels." I was sure the news couldn't be good.

As I sought out the details, my heart sunk as I learned that he died during a Florida Sheriffs Youth Ranches fundraiser that involved other Sheriffs. The news just seemed to get worse as I read the e-mail updates.

I know how much the Sheriffs give of themselves on behalf of the youth that FSA's sister organization, the Florida Sheriffs Youth Ranches, cares for. And I had heard many of the Sheriffs talking about this particular fundraiser since it started a few years ago, as it had been a major success.

That such an accident would happen during an event like this was just beyond my comprehension. I'm a strong Christian, and I'm sure God knows what He's doing, but I admit that losing Sheriff Daniels in this way made me question, "Why?"

As details of the investigation unfolded, the "how" was even more baffling. FSA Director of Law Enforcement Services David Dees explained some of the background to me. He said the buses are owned by the New Smyrna Speedway and are used for charity events of this type. Drivers, in this case Sheriffs, wear helmets and fire-retardant suits. There was minor contact between two of the buses, and though it was not traveling at a high rate of speed, Sheriff Daniels' bus spun out of control and hit the inside wall of the speedway. At some point, investiga-

tors say, he was ejected and run over by two buses, including his own.

My mind automatically wanted to know: What about the seatbelt? It was a lap belt, and the Florida Highway Patrol's preliminary report concluded that, for whatever reason, it was "not in use" at the time the accident occurred. As for why Sheriff Daniels was thrown from the bus, Dees added that the doors of the buses are sometimes left open for ventilation, since they aren't air-conditioned. And the helmet? It was reportedly found lying on the grass next to the bus after the accident.

It's important to note that FHP's investigation is not criminal in nature, as there is no evidence of reckless driving or alcohol use. A final report is expected after Thanksgiving.

There will be many who seek answers in order to place blame, but the bottom line is that what started as a fun, carnival-type event – a gathering of good friends dedicated to supporting the Youth Ranches – turned totally tragic.

Dees summed it up: "There's no way to put it, other than it was a freak accident."

Young people at heart

I had not known Sheriff Daniels long, since he was elected only two years ago. But like most who had been around him, I knew he had a heart for kids. In the last year, I had been learning more about the Lake County Police Activities League that he helped launch, and I published news about it whenever possible. The stories always included photos of Sheriff Daniels with children; his smile was genuine – you could tell it was one of the favorite parts of his job.

As most people do when they've lost a friend, I sought out news clips

about Sheriff Daniels after hearing about the accident. Yes, he was clearly making his mark on fast-growing Lake County. I also noted how many photos he appeared in for recognizing members of FSA who reside in Lake County. Holding an awards ceremony for them was one of his first priorities after taking office in January of 2005, it seems.

I could tell that Sheriff Daniels also had found true love before his death, based on what I read in news reports. Though he had only been married to his wife, Michelle, for a few months, what she wrote in a birthday card he read a few hours before his death was telling:

"It's so natural for me to love you. It's like breathing, like turning toward the sun, like waking up to find my favorite dream come true every day. Happy birthday to my husband, the man I was meant to love. You make me so happy. I love you with all my heart."

I'm now content to know that Sheriff Daniels was sufficiently blessed. And may his reward be great in heaven.

Julie

Florida Sheriffs Association Calendar of Events 2006-2007



- FSA Jail Administrators' Workshop, Hilton St. Petersburg Bayfront, December 10-14
- FSA 2007 Mid-Winter Conference, Sandestin Golf & Beach Resort, January 28-31, 2007
- FSA 2007 Summer Conference, Sawgrass Marriott Resort & Spa, Ponte Vedra Beach, July 29-Aug. 1, 2007

How Some Foreign Nationals Conceal Their Identities

Understanding and distinguishing Arabic and Middle Eastern titles from names will help law enforcement better identify suspects

By W. Scott Patch
Detective Sergeant
Internal Affairs/Intelligence Unit
Marion County Sheriff's Office

September 11, 2001, was the first official day in the global war on terrorism. However, law enforcement still does not understand America's biggest adversaries, nor have we explored all methods that Islamic extremists are using to conceal their identities. I'd like to provide a brief history of Arabic names and offer some techniques to help you obtain the true identity of an Arab or Middle Eastern individual.

Osama bin Laden was born in Saudi Arabia in 1957, the son of Yemeni –owner of a leading Saudi construction company. Osama bin Laden's real name is Osama Muhammad Awad Laden. The name Osama bin Laden is simply translated to Osama (bin) "son of" Laden. Osama bin Laden is a Muslim nickname, similar to how a person named Charles in western cultures could be called "Chuck."

Islamic extremists adhere to a strict interpretation of the Qur'an, Arab societal structure and the Islamic religious tradition. Subsequently, strict adherence to an Arabic name structure is adopted. All Arabic names are structured the same way: given name, father's name, grandfather's name, last name. Typically, the last name of



an Arab is based on a specific region and/or tribe within the country of origin. Proper names would include "bin" between each name for

males, and "bint" for females. An example would be "Mohammed bin Omar, bin Ahmad bin Naser." For females, the structure is exactly the same: female first name, father's name, grandfather's name and last name. When a female marries, she will use her first name, husband's first name and husband's last name. "Bin" and "bint" are not part of the individual's real name.

So, what does a name mean?

Spelling in Arabic is not as important as the meaning of the name. Subsequently, the religious name given to an individual such as Mohammed, Mohamed, Muhammad and M'ohd, can all be derivative name spellings of the same person. Nicknames as mentioned above are important in the Arab culture and are often assumed by Islamic extremists such as Osama bin Laden, who is known by his nickname as opposed to his given name.

Another popular nickname among Islamic extremists is "Abu," which translates to "father of." On the Federal Bureau of Investigation Web site

under most wanted terrorists, Abu Mus'ab Al-Zarqawi is listed. Translated, the former most wanted terrorist in Iraq is known by a nickname, Abu "father of" Mus'ab AlZarqawi (his child's name). This is an Islamic tradition that occurs when a father has his first born male child. The grandfather will refer to his son as "Abu" (grandson's name) as a way to celebrate the birth of the male child. Consequently, Islamic society will start to refer to the individual by the nickname. However, this makes positive identification of a person impossible and presents an opportunity for an Islamic extremist to obtain a second identity and official documents in this identity.

In search of "true" identities

Prior to writing this article, I went to the Florida Department of Highway Safety and Motor Vehicles law enforcement Web site D.A.V.I.D (Driver and Vehicle Identification Database) and searched the male name "Abu Mohammed," which translates "father of Mohammed." I received several pages of responses within our state. More than likely, at least some of the names listed in the responses are fictitious identities under which foreign nationals have obtained legitimate state of Florida identification.

Next, law-enforcement officers need to be aware of "Al" and "El" which both translate to "the." For example, the name Abd-al-Rahman means Abd (Servant of) al (the) Rahman (merciful). So Abd-al-Rahman, translated to "Servant of the Merciful," could easily be mistaken for a full Western-style name: first name "Abd," middle name "al," last name "Rahman."

Continued on page 5

Law enforcement should also be suspicious of titles such as "Sheikh" or "Imam," as in, "Sheikh Mohammed." "Sheikh" and "Imam" are Islamic clergy titles and are not part of their true identity. This would be similar to you adopting the first name "Officer" when being addressed by the public while acting in a law-enforcement capacity. If you are presented with a document containing a name appearing as above, there's a simple technique you can use to determine their true identification – and I encourage you to use it. Someone who uses these types of title/name combinations is likely trying to conceal their true identity and is probably not prepared for a law-enforcement officer who understands Arabic names.

A few steps to true identity

To properly identify an Arab or Middle Eastern foreign national, ask the following questions in this order: First, ask, "What is your name?" (or ask for identification for comparison). Then, ask and write down the following: What is your first name? What is your father's first name? What is your grandfather's first name? What is your last name? Then compare the two and it will become abundantly clear if the individual in question has given you their true identity. It is that easy!

Law enforcement and government agencies need to remember one of the key issues making it difficult to identify an individual are that law enforcement name databases use the standard, Western three-name entry (first, middle, last). Arab or Middle Eastern foreign nationals use four names as explained above.

Therefore, Arabic or Middle Eastern names are altered to fit into the Western system and officers need to remember that honest mistakes will happen, but intentional mistakes are reason for suspicion.

It has taken me years to understand the complex issues of identification, and many federal, state and private contract organizations have provided the training. I feel extremely blessed to have learned these and other valuable techniques that seemed too valuable not to pass on.

During his career at the Marion County Sheriff's Office, W. Scott Patch has served on the FBI Joint Terrorism Task Force, FDLE Regional Domestic Security Task Force and Immigration and Customs Enforcement Task Force. Contact him via e-mail: spatch@marionso.com. ★

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Alzheimer's is a Serious Concern

Understand it, Recognize it – Act Now

By Henry Cancel

Alzheimer's Law Enforcement Trainer
The Alzheimer's Association-Florida Gulf Coast Chapter

When Alzheimer's disease (AD) was first identified in 1906, it was considered rare. Today, it's the most common form of dementia, affecting more than 450,000 Floridians. And the number of AD victims is expected to explode in the next decade. Why? Consider three key developments: Baby boomers are now reaching retirement age, people are living longer and Florida continues to be a retirement location of choice for seniors. This is particularly true for those in the 80-plus age group.

Thankfully, there has been an increased awareness and better diagnosis of this disease in recent years. Alzheimer's disease affects 10 percent of people over 65, and 50 percent of people over 85.

As the number of Floridians with AD increases, so will the number of law-enforcement contacts. Local Sheriffs' Deputies already respond daily to occurrences of persons with dementia wandering away from homes or facilities, or an elderly person committing a minor crime due to memory impairment.

A major concern for law-enforcement officers is "officer safety," and that's another reason to be aware of this growing trend. A small percentage of persons with Alzheimer's may still want to protect themselves due to fear and confusion. Law-enforcement officers should not assume that because they are in uniform they will be recognized as someone who can help. Officers may be threatened with objects whose proper name may have been forgotten. For example, one officer was threatened with what the AD person called a "sharp stick," which turned out to be a samurai sword.

The Alzheimer's Association teaches that it's critical for law-enforcement officers to understand, recognize and know how to handle a potentially dangerous situation involving a person with Alzheimer's disease. The Florida Legislature funds a very successful program through the Florida Department Law Enforcement that allows the Alzheimer's Association to provide free training to law-enforcement agencies requesting it. FDLE also has made this training a supplemental addition to the Crimes Against the Elderly course for all law enforcement, corrections and correction probation officers statewide.

The Alzheimer's Association law-enforcement training includes:

- Recognizing the signs of Alzheimer's disease
- Communicating with a person with AD
- Approaching tips
- Officer safety
- Unsafe driving
- Shoplifting
- Indecent exposure
- False reporting
- Victimization
- Homicide and suicide
- Abuse and neglect
- Disaster preparedness
- Wandering
- Updated search-and-rescue techniques
- National "Safe Return" identification program

The training focuses on the most dangerous behavior of persons living with Alzheimer's – wandering and getting lost. Two-thirds of Floridians with Alzheimer's will wander away. If not found within 24 hours, nearly half will suffer serious injury or death. So, the training places an extra emphasis on search and res-

cue, as well as proactive ID programs to help the AD person to be located more quickly.

Each agency can expect to benefit from taking the Alzheimer's Association law-enforcement training. It will help you:

- Gain a better understanding of Alzheimer's disease and behaviors it causes
- Identify officer safety issues
- Learn effective search and rescue techniques
- Give back to the community and generate positive PR
- Save lives

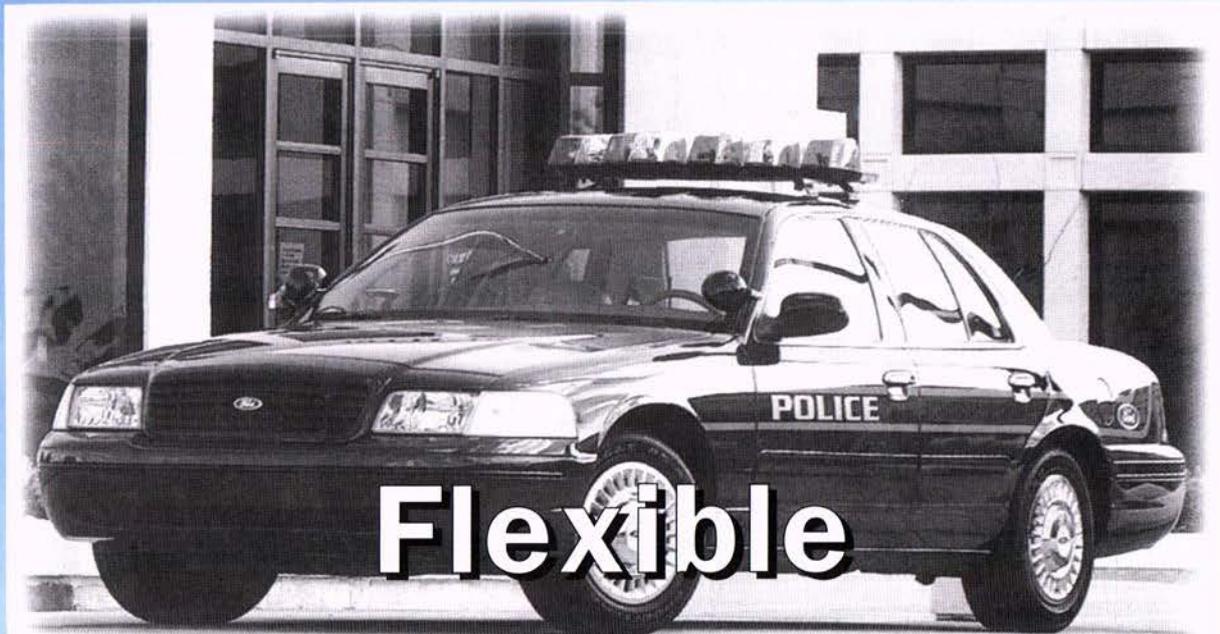
Best of all, it's free. And over 6,800 officers have been trained.

Two types of training are available – a 20-minute Roll Call training or more extensive hour long program. To request the Alzheimer's Association Law Enforcement Training at your agency, contact your local Alzheimer's Association Chapter:

- Florida Gulf Coast Chapter 1-727-578-2558
- North Central Chapter 1-407-228-4299
- Southeast Chapter 1-800-861-7827 ext. 208

Even if your county doesn't currently have a lot of retirement communities, because of the reasons cited above, you can expect the elder population to increase. The chances are pretty good that families in your community will be caring for their elder relatives, and that means your deputies will be confronted with issues related to Alzheimer's. Consider calling for training today.

Henry Cancel is the Alzheimer's Law Enforcement Trainer for the Florida Gulf Coast Chapter of the Alzheimer's Association. He served as a Police officer and paramedic in New York state. Contact him at 239-691-4940 or via e-mail: cancelh@alzflgulf.org. ☛



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A Day at the 2006 Explorer Academy

By Sergeant David Tarbert
St. Johns County Sheriff's Office
Youth Services Unit

The 2006 Northeast Explorer Academy was held July 10 - 21 in St. Augustine. St. Johns County Sheriff David Shoar, his Sheriff's Office and Explorer Post 911 presented the Academy. Each year, the goal of the Academy is to expose and train young people (ages 13 to 20) to a possible career in law enforcement. This year, there were approximately 60 kids from all over Florida, plus a post from South Carolina. Law-enforcement agencies included: Clay County Sheriff's Office, Putnam County Sheriff's Office, Flagler County Sheriff's Office, Lee County Sheriff's Office, US Customs and the Venice Police Department. Many of the visiting posts were members of the Florida Association of Police Explorers (FAPE).

The Academy is a mini-police academy and covers a variety of topics including traffic, human interaction, firearms, defensive tactics, crime-scene investigation and much more. The Explorers are divided into three phases based on how many years they have attended the academy. Phase I is for beginners and Phase II is intermediate. Phase III is the most experienced group and is expected to set the example.

The Academy opened with a breakfast and Sheriff Shoar as guest speaker. He gave words of



About 60 youth ages 13-20 received a taste of police academy training at the Northeast Explorer Academy. Long days included endurance training, tactical exercises and vehicle crash investigation.



encouragement and inspiration, which they would need for the weeks to come.

Exercises and excitement

The typical academy day started with all the Explorers standing at attention in the courtyard at the First Coast Technical Institute. Physical training started, just as the sun was rising. It included traditional exercises and team exercises, such as pushing patrol cars and tactical training with (red man) weapons. All of the exercises developed teamwork and physical endurance. Morning training followed the physical, with groups divided by their level.

The Explorers participated in classroom, high liability, off-site training, and specialty demonstrations such as SWAT and K-9. Phase I

might go to the classroom for vehicle crash investigation, then just before lunch, the team members would have to investigate and write a crash report. Meanwhile, Phase II moved to the St. Johns County Courthouse for a court presentation training and participation in a moot court. Phase III participated in an underwater police diving class at a local pool.

All phases came back together for lunch and lively discussion. After lunch, the Drill Instructors challenged the Explorers with a game of "DI says." The Drill Instructors positioned the Explorers at attention and gave them rapid movement commands. If the Explorer did not do the proper movement, they fell out of formation. The last Explorer standing earned bragging rights for the rest of the day.

After lunch came the next rotation of training. Phase I moved to the firearms range to shoot .38 revolvers during bulls-eye courses. Phase II moved to the gym for defensive tactics training. Phase III moved to the driving track for driving. Later, all phases "moved" to dinner. The

Explorers raved about the high liability courses and not surprisingly, voted high liability to be their favorite classes.

As the sun set, the day was still not over. Phase I and II returned to the hotel to work on notebooks and prepare uniforms for inspection. Phase III conducted a Special Operation DUI Check Point with the St. Johns County Sheriff's Office Traffic Unit. They helped direct traffic, complete paperwork and perform other functions. After gaining the check-point experience, they returned to the hotel late into the night and exhausted. In a few short hours, they rose to start all over again.

And so it went for two weeks.

The Academy closed with an awards banquet. Colonel Art May, a former Explorer, was the guest speaker. The Explorers had been graded on academics, a notebook and high-liability areas. Awards were given out for top scores in each area and all Explorers were given a certificate of completion.

Clay County Deputy John Jordon was voted "Advisor of the Year" by the Explorers. All advisors from each of the agencies deserve a special recognition for giving up two weeks of their lives to invest into the future of law enforcement.

The Explorers demonstrated heart, loyalty, stamina and teamwork. The Advisors were impressed with the caliber of the Explorers. These fine young people represent the future of law enforcement, and based on their performance, it is a bright future indeed.

Contact Sgt. David Tarbert at the St Johns County Sheriffs Office Police Athletic League by phone 904-829-9438 or e-mail: djtarbert@sjsso.org. ★



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Jail Overcrowded? Tents Might be at Least Part of the Solution

By Brevard County Sheriff
Jack Parker

With more than 1,700 inmates and only 1,040 beds, the Brevard County Jail was one of the most overcrowded jails in the state of Florida.

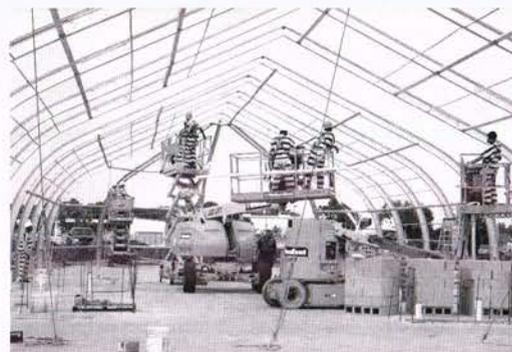
The cost of building 700 beds and the supporting infrastructure could easily surpass \$60 million, but Brevard County did not have that kind of money in jail reserves and would have needed a successful jail referendum for the funding. Unfortunately, Brevard County has a history of failed jail referendums – four in a row to be exact.

We listened to what the citizens were telling us. They wanted us to think outside of the box and come up with an “affordable” jail expansion. But how could we build the beds we needed at a fraction of the price? The solution we came up with? Tents. We could reduce construction costs by including Sprung (manufacturer) jail tents as part of the plan.

I know at first the sound of housing inmates in tents sounds strange. We had heard good things about the Sprung tents already being used to house inmates from Sheriff Bob White in Pasco County and Sheriff Mike Scott in Lee County. We also had learned that they were being used successfully for military operations in the Middle East.



Sheriff Jack Parker outside of his new Jail Tent Complex



At left, jail inmates helped build their own tents. Right photo, inmates move in.

As a result, we created a plan that included four large tents designed to house 400 lower-risk offenders, in addition to a new, traditional pod holding 288 inmates with mental-health and medical needs. The total of 688 additional beds will increase our bed count to 1,728, and the completed project is expected to cost less than one-third of what traditional construction could have cost, saving millions of tax dollars. The decision to use tents as part of the project was the single-largest factor in reducing the cost and alleviating the need of going to referendum.

Tents may not be the answer to every correctional need. In my opinion, they are best used for lower-risk inmates. It also is important to remember that lower-risk inmates do not mean non-risk inmates. If your county is considering them, I would

recommend surrounding them with medium- to maximum-rated security fencing and extensive video surveillance to discourage that occasional escape attempt.

Since the tents have been completed, I have received only positive comments about their use. Correctional Officers like the openness of the interior that allows direct supervision and better visibility of inmates. Citizens who like the thought of inmates being housed in lower-cost facilities often tell me, “If tents are good enough for our service men and women then they are more than good enough for our inmates.” It is a sentiment I agree with.

If you would like to visit BCSO's tents, or have any questions, contact BCSO Commander Susan Jeter 321-690-1503, or e-mail: susan.jeter@bcso.us. ★

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New FSA Program Addresses No. 1 Killer of Teenagers

Sheriffs' Offices authored the curriculum for "Teen Driver Challenge" that eventually will be offered statewide.

By Kimberly R. Kitchen
FSA Editorial Coordinator

The Florida Sheriffs Association and Sheriffs' Offices around the state recently joined forces to save young adults from their worst enemy – the motor vehicle crash. They call this new program the "Teen Driver Challenge," because reducing the number of teenage fatalities on Florida's roads is as much a challenge for law enforcement as it is for teenagers to learn safe driving habits. To set the pace, the two-day curriculum is fueled by positive, honest communication between certified law-enforcement trainers and licensed teens.

Before launching the program, the TDC planning committee first spent four days in Volusia County rigorously brainstorming the best ways to teach teens the importance of safe, defensive driving. Planning the first day – the classroom lessons – took the most time. The message, "You are here because *they* are not," which refers to teens killed in vehicle crashes, helps personalize the program content. It reminds the participants that just as their peers were not invincible behind the wheel, they aren't either.

Organizers acknowledged that one of the biggest challenges is to capture and hold the participants' undivided attention.

"Everyone agreed to incorporate more than one learning medium throughout the four hours we'd be teaching (in the classroom)," Hernando County Sheriff's Deputy instructor Steve Klapka says. "That way the



Maneuvering a Sheriff's Office patrol car on water-soaked asphalt is one of the highlights for participants in the Teen Driver Challenge.



Above, Osceola Sheriff's Office Deputy Ron Kelley gives instructions to high schooler Heather Mauldin. At right, Volusia County Sheriff's Deputy Kathy Daniels describes one of the range activity maneuvers.



students, who will inevitably have varying learning styles, might relate to and retain more information."

Moving right along

In early October, 11 Leon County high-school students braved the inaugural Teen Driver Challenge pilot course. School Resource Officers helped in the selection, and they tried to choose two individuals from each public and private school. Upon arrival, the teens received a workbook to use during discussions. The workbook material also is incorporated into a PowerPoint presentation, which included photographs, music and video footage.

"I liked the beginning of the session because of the video clips," 17-year-old Donteris Andrews says. He suggested that the clips be incorporated throughout. On the other hand, his friend from Sheriff's Explorers, 16-

year-old Jesse Matthews, thought the "live" training by instructors kept the class interesting.

No matter how they look at it, by the end of the program, the students will realize what aggressive, distracted and drunk driving can do and how to avoid it, says Ron Kelley, one of the program's originators. "If the Challenge is engaging, they will know how to drive like professionals; ready for anything," he says.

Some topics covered on the first day included: maintaining a safe vehicle, basic vehicular dynamics, the risks of impaired driving and recognizing aggressive driving in order to manage it appropriately. The students left the classroom prepared for the next day's driving activities, where they would learn to reduce their chances of being involved in an



automobile crash.

On the road again

The weather at the Pat Thomas Police Academy in Gadsden County was perfect for driving during the range part of the program. After local media snapped a few photos, the Teen Driver Challenge participants climbed into their personal – or in many cases family – car, truck or SUV and waited for an instructor to join them. All students abided by the same rules: seatbelts were required and no music, flip-flops or AC were allowed. Drivers kept their windows down so they could hear what was happening outside the vehicle and remain aware of their surroundings.

"Place your wrists on top of the steering wheel," Deputy Joe Palminteri was telling Hannah Chaires, age 16. Her arms barely reached. "Move your seat up. You can let those arms bend some." He explained how sitting at the new distance would be safer, should an airbag deploy. "The more relaxed your arms are, the more control you will have over the vehicle," he says. He encouraged her to use her vehicle's trunk for school books, which become unguided "missiles" during a crash.

And so the day proceeded, with each

driver gaining a personal understanding of what having control of a vehicle on the road really means. At 35 mph, they performed the evasive maneuver, swerving to dodge cone "people" and braking fast to avoid collision. In another maneuver, sprinklers soaked a portion of the asphalt, and students took turns driving a Sheriff's Office patrol car to learn how to safely recover from hydroplaning. Other activities included threshold braking, cornering, backing, off-road recovery and forward and backward serpentine.

"Day two isn't just an experience," says program spokesman Phil Rivers, a retired Deputy with the Leon County Sheriff's Office. "Driving an activity multiple times is practice." He adds that by having a different passenger riding with them after each attempt, they hope to keep the drivers entertained as well as educated. Overall, Rivers was pleased with how the pilot training went. "I think the optimistic personalities of the instructors contributed greatly to the success of the pilot program."

So you like a good challenge?

The FSA Teen Driver Challenge will be available for Sheriffs' Offices

throughout the state to implement. Committee members expect to start scheduling instructor training sessions following the FSA Mid-winter Conference in January. In addition to exploring ways to increase interest – such as open enrollment, driving test alternatives and insurance incentive – they also are seeking sponsorships to cover the cost.

FSA Executive Director Gary Perkins says the initial reception of the program by teens, Sheriffs' Offices and parents has been good. "It seems that often the best way to influence a teen is to have the advice come from another teen," Perkins says. "That's why we're working towards making the Teen Driver Challenge free of charge. It will give all Florida teens an equal chance to become a better driver." If their expectations are satisfied, they might challenge their peers to try it, he adds. "Imagine the lives saved."

For more information on the FSA Teen Driver Challenge, contact FSA Special Projects Coordinator Phil Rivers in Tallahassee, 850-877-2165, or via e-mail: privers@flsheriffs.org. ♻️

Graduates of the pilot Teen Driver Challenge course show off their t-shirts.



Sheriffs' Office Deputies serving on the FSA Teen Driver Challenge planning committee include:

- Citrus: Sgt. Joe Palminteri**
- Hernando: Steve Klapka and Rob Pacchiarotti**
- Leon: Sgt. Tony Drzeweicki, Lonnie Seay and retired Lt. Phil Rivers (representing FSA)**
- Osceola: Ron Kelley and Aaron Murray**
- Volusia: Kathy Daniels**

Solving Our Staffing Problem

By Major Dan Libby
Bureau of Administration
Commander, Charlotte County
Sheriff's Office

When you go to law enforcement or correction conferences, the No. 1 problem discussed is "staffing." The lament that echoes from one agency to another is, "I can't find good candidates." In May 2005, the Charlotte County Sheriff's Office faced the same dilemma; we were down 29 positions and there was no solution in sight.

In 2004, Hurricane Charley smashed its way through the heart of the county, putting a huge strain on affordable housing and available manpower. The agency had gone through a tumultuous political and budgetary upheaval, leaving us less attractive than surrounding counties. Attracting and keeping qualified staff seemed an almost insurmountable problem.

Enter a road patrol deputy with an idea. "We need to revamp your recruiting program from top to bottom, and I have the plan," Deputy First Class Phillip Schofield told top management in early 2005. Charlotte County Sheriff John Davenport agreed to try it and placed DFC Schofield on temporary duty for what was to be six months with the Human Resources Department to put his plan in action.

DFC Schofield developed the slogan, "Why settle for silver, when you



In 2005, then road patrol deputy Phillip Schofield offered a solution to his Sheriff on how to recruit and retain staff. Now a Corporal, Schofield has the title of recruiter for the program that brought them to a 100 percent staffing level.

can wear gold," and the agency set some goals for his new program.

They were:

- Tie his recruiting to Human Resources, Background Unit and the Training Unit
- Streamline the application processes – making it easier to apply to our agency versus another
- Thoroughly educate recruiters about the agency's benefits
- Put together an attractive presentation for prospective employees
- Establish partnerships with area businesses that benefit from recruiting efforts
- "Recruit, recruit, recruit"...go to where the candidates are and sell the agency
- Establish a process of follow-up and evaluation of recruiting efforts.

DFC Schofield developed the slogan, "Recruiting today's deputies for tomorrow's community." The goals were sound, but implementation is never as easy as putting goals on paper. The recruiting program's integration with other agency units led to a few "turf" issues as to who had

what responsibility. These issues ironed themselves out following clear direction from Command Staff. The initial applicant process eventually found itself under the recruiter's direct supervision within the HR organizational structure and the Training Division is working hand in hand with the recruiter on follow-up evaluation.

Applicant focus

The hiring process was the most immediate and dramatic change in our recruitment efforts. What normally was a six- to nine-month process was reduced to six to eight weeks.

Changing that lengthy process required the following steps:

- The agency established a four page "pre-application form" as compared to the 27-page formal applications, which allowed us to quickly screen applicants. It also reduced the number of full applications that were being handed out and never returned.
- HR integrated a "one-on-one"

(continued from page 14)

meeting with candidates and the recruiter to go over the pre-application. This allowed the recruiter to steer candidates who would never be able to fill one position toward another.

- HR established weekly oral boards and physical agility, psychological and polygraph testing. Subcontractors who were provided space performed all these tests. Testing was scheduled so applicants would go from one test to another in a timely manner.

- We identified that background checks were creating a bottleneck in our hiring process. Budgetary restraints prevented adding full-time employees to this unit. So, the agency tapped the wealth of retired law-enforcement personnel in our area and created contract background specialists that did backgrounds for a flat rate. CCSO currently has three of these subcontractors conducting backgrounds for less than the cost of one full-time employee with benefits.

Armed and ready to sell

Still, Sheriff Davenport recognized that all the selling in the world would not fill staffing needs if the benefits were not competitive, so he put a very competitive wage and benefit package into place. With the new package in hand, DFC Schofield still had the challenge of selling the CCSO to prospective employees. He started by educating himself on all benefits offered by our agency and what the area's competitive agencies offered. He was able to tell the truth to prospective candidates about what was good and bad in comparison with those agencies

competing in the same job market.

The sales effort continued through the coordination of a hand-out packet, a PowerPoint presentation and useful "freebie" reminders of the CCSO. A marked vehicle, portable screen, projector, laptop and portable backdrops accompanied DFC Schofield on his travels, as did other personnel specially trained to "sell" the agency and their particular functions.

Deputy Schofield, or the teams, traveled to local colleges with criminal justice programs, plus Fort Gordon, Fort Campbell, Camp Lejeune and local law-enforcement academies. They went to job fairs and had a kiosk donated at the local mall for a weekend recruitment effort. The agency utilized the Internet's free job postings and encouraged existing employees to bring in friends and family. The agency used paid advertisements in local papers and trade journals. Schofield established partnerships with local Realtors and banks to offer affordable housing, rentals and financing. Deputy Schofield, a former marine, summed it up with, "I wanted to bring excitement into every aspect of the hiring and selection process. I want the candidate to feel that we want them to work here at the Charlotte County Sheriff's Office."

The recruitment program worked. The entire HR team worked diligently to make needed changes, integrated the new program and streamlined processes. All positions in 2005 were filled, and the agency in the last six months has been hovering around the 100-percent staffing level.

One deputy with an idea, the commitment of his Sheriff, and person-

nel willing to change the way things were done, has resulted in a better process and better service to the citizens of Charlotte County. Deputy Schofield was promoted to the rank of Corporal on October 1, 2006, and assigned to the newly established position as recruiter.

Contact Cpl. Philip Schofield by phone 941-205-5618 or e-mail: pschofield@ccso.org ✪

PIOs Win Awards

The Florida Law Enforcement Public Information Officers Association recognized outstanding PIOs during their annual conference in June. Jacksonville Sheriff's Office PIO Ken Jefferson was named Public Information Officer of the Year; Citrus County Sheriff's Office Ronda Hemminger-Evans won the Community Crisis Award for her work on the Jessica Lunsford case; University of Central Florida Police Officer Troy Williamson won "Internal Crisis" for his handling of the media during the tragic officer-involved shooting outside the Citrus Bowl; and Shari Holbert-Lipner, City of Miami, won the Public Image award for her work on an informational video highlighting the services fire-rescue provides.

Visit FLEPIOA's Web site at: www.flepioa.org. ✪

FEEDBACK

APB invites you to "talk back." If you have a comment about a topic in this publication, or anything else of interest to law enforcement readers, please let us know. Write to: Editor, All Points Bulletin, P.O. Box 12519, Tallahassee, FL 32317-2519, e-mail: jbettinger@flsheriffs.org/.

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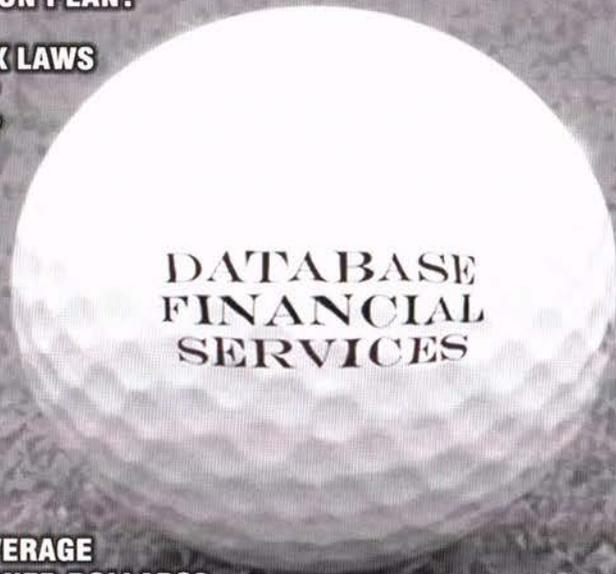
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