

FLORIDA SHERIFFS ALL POINTS BULLETIN

VOLUME 17 • NUMBER 3 • FALL 2007



Pinellas County Sheriff's Office Veteran Named Retail Officer of the Year

Runners-Up Honored from Gainesville, Holmes Beach and Miami

By Brenda Grindstaff
Florida Retail Federation

More than three decades of law-enforcement experience, coupled with a talent for recognizing criminal behavior, helped Sergeant Daniel J. Carron, a detective with the Pinellas County Sheriff's Office, break two separate shoplifting rings last year. One case involved a chance encounter while out of uniform, that led to the breakup of a multi-state shoplifting ring responsible for as much as \$100,000 in losses. Another operation nabbed those responsible for up to \$500,000 in losses by Florida retailers.

For these and other contributions, Sgt. Carron was named the Florida Retail Federation (FRF) 2007 Law Enforcement Officer of the Year. He was honored during the FRF annual awards banquet November 13 in Daytona Beach Shores. Sgt. Carron received a check for \$3,000 and an attractive custom-crafted medallion and plaque. His name will be added to another plaque that lists each LEOY recipient since the program's inception in 1974.

Sgt. Daniel J. Carron has worked for the Pinellas County



Sergeant Daniel J. Carron, a detective with the Pinellas County Sheriff's Office (center) was named the 2007 Florida Retail Federation Law Enforcement Officer of the Year (LEOY). He was nominated by Sheriff Jim Coats (left). Dan Doyle, Vice President of Loss Prevention and Human Resources for Beall's, Inc., (right) made the presentation at the Retail Federation's annual meeting November 13.

Sheriff's Office since 1977. He currently supervises the Office's Tactical Apprehension and Control (TAC) Unit, which is part of the Property Crimes Division. Twice in 2006, Detective Sergeant Carron's dedication and expertise resulted in the downfall of separate shoplifting rings that were targeting home improvement stores throughout Florida.

She picked the wrong victim

In July 2006, Sgt. Carron was in plain clothes conducting a follow-up investigation at a large home improvement store in Largo. A woman approached him and asked if he wanted to purchase a store gift card. While he declined, it reminded him of the ongoing theft scams in which suspects shoplift items, then return the items for gift cards and later sell

the cards for cash profit.

Sgt. Carron's astute observation and quick thinking led to the demise of a trio of criminals who, it was discovered, had their car stocked with fraudulent or altered identification, maps, and a list of home improvement stores throughout the Southeast. All admitted their involvement in a multi-state shoplifting ring that was responsible for as much as \$100,000 in losses.

In another complicated operation, requiring hundreds of investigative hours during a six-month period, the efforts of Sgt. Carron and his detectives' culminated in the arrest of more than 10 suspects. The gang of shoplifters traveled around the state netting between \$2,000 and \$5,000 a

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INTERNET THEN-RED LIGHT CAMERAS NOW

By Pete Cuccaro
Retired, Miami-Dade Police Department

You probably don't remember where you were in the mid-1990s when we started hearing all the talk about this new fangled thing called "the Internet." I remember being a

era enforcement.

If the technology is already here, if it will save man hours, money and time, can be implemented at no cost and – most important – save lives, why shouldn't there be a uniform application?

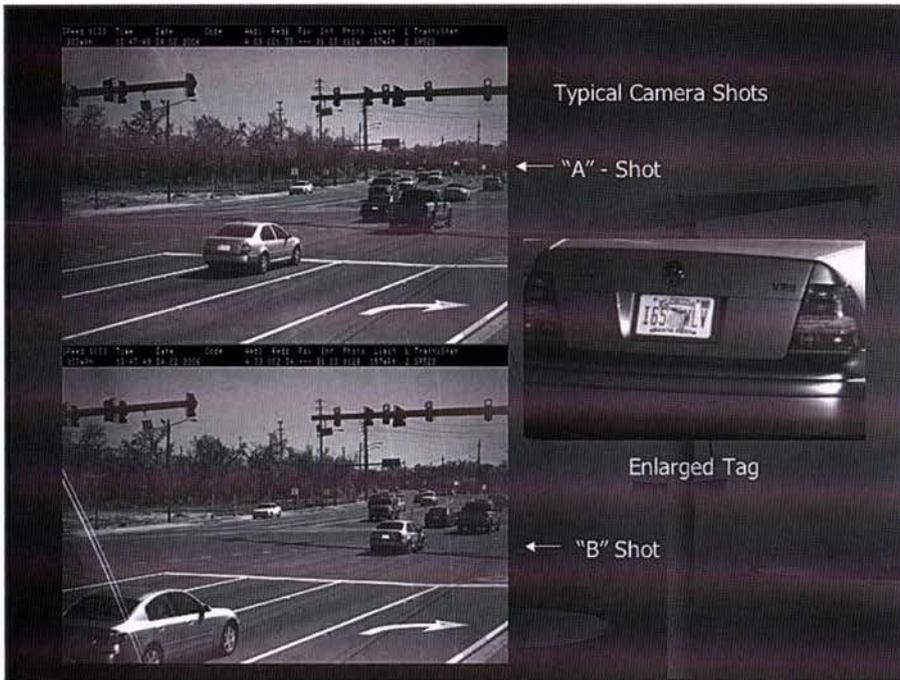
As recently as July 2007 one former Attorney General (yes, the one who is now the Governor) has

charged to a motorist in violation of Florida State Statute Chapter 316, the statute would apply. This could include fines and points toward a driver's license. The state of Florida reserves this right through the statute.

But remember, we are trying to save lives and should not be caught up in bureaucratic government turf tugs.

County and city jurisdictions are now penning and passing local ordinances that are not in conflict with Florida Statutes. In

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young lieutenant with the Miami-Dade Police Department, wondering what kind of training it might require. I don't think any of us could have imagined how the technology would change law enforcement. It's now used in every facet of our profession and it saves countless man hours, not to mention money.

Citizen expectation is "real time" and the notion that law enforcement can finally keep pace is not unrealistic. That brings us to what probably is the next big thing to be applied to public safety: Red light cam-

praised local jurisdictions who enacted ordinances for red light camera enforcement. Governor Crist also suggested that, should the Legislature pass legislation regarding red light cameras in the next session, he would sign it into law.

Against statutes? Think again

I'm not an attorney but I have been told in meeting after meeting that there is nothing in the Florida State Statutes that prohibits counties and cities from regulating traffic. Yes, the statutes hold in the event there is a moving violation

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By Julie S. Bettinger



Photo by Larry Corbett

Shortly after I started writing for law enforcement, I decided I needed to learn how to shoot a gun. I was riding DUI patrol with police officers and Sheriffs' deputies all over the state. I generally asked to be assigned to the "higher activity" areas (read: more dangerous), so I would have some action for my stories. I quickly realized that even though I was a civilian riding along, I had a responsibility. If the officer or deputy I was riding with got into trouble, I'd better be prepared – and that meant being comfortable with a firearm.

I already had taken numerous self-defense courses, so I knew the basics of handling physical confrontation – but using a weapon was a different story. It's technical, and it takes practice. It also takes a different attitude, I quickly learned.

I bought a .38 pistol and started going to an indoor shooting range. I worked with an instructor named Carl and it turned out I was a pretty good shot. I still have the jack of diamonds playing card with a hole in the center of his face. I did that with one bullet at 25 feet in my second training session. I'll never forget seeing Carl's face light up when he unclipped the card and handed it to me – he was so pleased.

In fact, Carl ended up inviting me to appear in a video he was filming to help beginning students master the "point and shoot" method he was using in training.

A man of retirement age, Carl was passionate about teaching others to shoot. He helped me to understand that I could "practice" point-and-shoot even when I wasn't at the range. But he emphasized that the

practice part was critical. If I ever wanted to improve, I needed to practice pointing, even if I didn't shoot.

My motivation for getting better at shooting, of course, was survival. And being able to assist another person, perhaps. It was training that I knew I needed, but it was totally optional.

I reflected on my own experience learning to handle a gun, after reading a story submitted by Broward Sheriff's Office Capt. Jim Polan (see page 4). When I first read it, I focused more on the bad news – yes, assaults on law-enforcement officers seem to be growing, and many are paying the ultimate price. But then I was surprised by Polan's solution, even though it makes perfect sense.

He points to a disconnect between the type of training needed for survival and the amount and type of training that law-enforcement officers are receiving. He stresses that today's criminal is likely going to have a lot of practical experience with a firearm. That's an enemy we need to prepare for.

As Polan writes, "The responsibility of training does not belong with your agency." If an officer wants to survive – to go home to his or her family at night – they can't afford to be passive. Polan continues, "If your department will not provide you with the relevant, required training that you need to survive, then you must seek out the training." Whoa.

Polan makes other interesting points in his article that I predict are going to stir up some law-enforcement agencies. And a little stirring is probably not a bad thing.

Last issue comments

I wanted to say thanks for the encouraging words related to our last issue of APB. St. Lucie County Sheriff's Major Steve Reuther expressed appreciation for the Brian Hester story. Truthfully, I always consider it a great privilege to be able to bring that type of "hero" story to readers. That e-mail meant a lot to me, mainly because I saw that Hester's fellow officer was celebrating in his success.

The men and women who are teaming up to make our communities safer get all the credit.

Special thanks to Sgt. Rick North of the Pinellas Sheriff's Office for affirming my writing about John El-dredge's books. I'm glad to know that I wasn't too off base.

Please keep the dialogue going. And let's create a safer tomorrow.

Julie



Florida Sheriffs Association Annual Calendar of Events 2008

Please check FSA's Web site for updated locations and registration: www.flsheriffs.org

- FSA Annual Mid-Winter Conference, Renaissance Resort at World Golf Village, St. Augustine, February 10-13
- National Sheriffs Association 2008 Annual Conference & Exhibition, Indiana Convention Center & RCA Dome, Indianapolis, Indiana, June 27-July 2
- FSA Annual Summer Conference, Rosen Shingle Creek Hotel, Orlando, July 27-30,
- FSA Training Conference for the Sheriff's Assistant - date, city and location TBD
- Florida Jail Inspector Re-certification Course - date, city and location TBD
- Administrative Management Training Seminar - date, city and location TBD
- Florida Jail Inspector Re-certification Course - date, city and location TBD
- FSA's Annual Car Evaluation and Fleet Management Training Conference, date, city and location TBD
- FSA Jail Administrators' Workshop, date, city and location TBD
- Civil Process Training (throughout the year), check FSA Web site: www.flsheriffs.org

Feel Under Attack? There's a Reason And Here's What to Do About It

By Capt. Jim Polan
Broward Sheriff's
Office



Law enforcement in America is under attack. As of September 30, 2007 there have been 132 law-enforcement officer (LEO) deaths in the United States, which would put the profession on pace for the deadliest year since 1978. So far this year, there have been 54 LEOs killed by gunfire. Their average tour of duty is 10 years and 8 months and average age is 37. Therefore, the thought of young officers making mistakes does not apply. Experienced veteran officers are falling for unknown reasons.

As of this writing, the 2006 FBI statistics for officers being assaulted were not available, however, in 2005 there were 2,150 LEOs assaulted with firearms.

Nationwide, there is a rash of violence against law enforcement and it's time for everyone to challenge each other with better policing concepts to improve our chances of going home to our families each night.

Offender-type firearms training

A study conducted by the FBI titled, "Violent Encounters: A Study of Felonious Assaults on Our Nation's Law-Enforcement Officers" identified important information we can learn from.

Handguns were the primary choice for assaults on LEOs, and nearly 40 percent of the offenders had some type of formal training. Many mentioned how they improved their skill with continued training. Now sit back and think about the training provided to the majority of law enforcement: "Stand in one spot and when the target turns, you will draw, fire two rounds de-cock and holster."

Sound familiar? Even though many programs are improving, most agencies provide firearms training to satisfy liability concerns with the passing of an ability and skills test – which is not realistic. And many others provide firearms training without the repetition or realism involved for the officer to maintain or learn the desired task. It must be instinctive. Around 60 percent of the offenders claimed to be instinctive shooters, point and shoot, with a 70 percent hit ratio to the victim LEO.

Traffic-related vs. felony stops

Law-enforcement involved shootings continue to occur in lowlight or darkness, but honestly, try to recall the last time you had the opportunity to conduct firearms training in this environment. Better yet, try recalling the last time you made an effort to seek training in this environment.

It's your responsibility, though.

The offenders who operated a motor vehicle stated that they kept the firearm on their person,



In the Line of Fire

Following are just a few of the 47 who have given the ultimate sacrifice, as of this writing, in 2007.

- On August 10, 2007 Sergeant Chris Reyka of the Broward County Sheriffs Office in Fort Lauderdale, Florida, was ambushed shot and killed while exiting his patrol car.
- On August 15, 2007 22-year-old Officer Norvelle Brown of the St. Louis, MO. Police Department was ambushed shot and killed by a 15-year-old.
- On August 15, 2007, Sergeant Ron Harrison of the Hillsborough County Sheriffs Office in Tampa, Florida was ambushed, shot and killed while sitting in his patrol car.
- Kansas City, Mo. Police Department has had 5 officers shot this year – fortunately all five were survivable wounds.

which is another reason why vehicle stops continue to be at the top of the list for officers killed and assaulted in the line of duty. When we read about those who died on a vehicle stop, the majority of the time the reason for the stop is traffic related. Ted Bundy

and Timothy McVeigh are two examples of infamous criminals who were taken into custody for traffic violations.

How many LEOs have died in the line of duty while conducting a felony stop?

Not many, if any, and one of the reasons is the ability for the LEOs to pre-plan with knowledge of the stop, reason, number of suspects, presumption of weapons and

against those armed with firearms.

Are you kidding? Have you ever heard the saying, "Don't take a knife to a gun fight"? Deadly force requires deadly force – nothing more – and, without a doubt, nothing less.

Stay safe and go home to your family every night.

Don't let complacency set in

There is an increase in violent crime nationwide and unfortunately many of our brave warriors are falling as victims. Every LEO knows from the day they put the uniform on that there is a chance

that they may be harmed because there will always be someone out there who is willing to attack.

In 1997, the FBI published "In the Line of Fire: Violence against Law Enforcement." One of the conclusions from the now 10-year-old study was that certain routine, repetitive tasks performed by LEOs pose a potential threat to the officer. Think about it: Issuing traffic violations is a task that has become routine and places the officers in a complacent frame of mind.

Studies continue to show that one-officer units are highly represented in the officer killed and officer assaulted categories. Every few years we ask the same question: Are two officer units safer than a one-officer car? A long list of

pros and cons could be drafted for each scenario, but unfortunately the bottom line is that it falls back on financial issues. Most agencies cannot double up their patrol cars and lose required zone coverage, or the perception to the community of having more marked units on the street. This argument will be saved for another day.

The question remains: Why is law enforcement in America under attack? The exact answer is truly unknown, however, we can discuss many possible contributing factors.

Administrative

Why is it that so many agencies have changed over the past decade and now welcome complainants with open arms, inviting them into the station house for a statement? Don't confuse the situation if an officer violates the law or infringes on an individual's rights. Of course, they must be held accountable. However, there are exceptions. The modern day warrior (LEOs) must have the confidence in their supervisors and administrators to support their

"Your agency should be providing you with continuous, realistic training...If you do not have the opportunity to practice hands-on training with vehicle stops, building clearing or firearm malfunctions, then practice on your own."

multiple LEOs involved working as a team. They're communicating together with the goal of a safe apprehension of those involved.

Possibly the most chilling item learned from the FBI report is that 36 of the 50 LEOs in the study appeared to have the situation where deadly force would apply, however, they chose not to engage. "It appeared clear that none of these officers were willing to use deadly force against an offender if other options were available," the researchers concluded.

There is no legal duty to use less lethal weapons prior to the use of deadly force. All LEOs have a different view of deadly force, and the rules of engagement along with the level of fear maybe slightly different from one to another. Unfortunately, if you follow the art of law enforcement, you also are reading of LEOs nationwide using less lethal weapons

"The average tour of duty of LEOs killed by gunfire is 10 years and 8 months and average age is 37...it's no longer young officers making mistakes. Experienced veteran officers are falling for unknown reasons."

actions. In order to improve the community and put bad guys in jail, the street cop must "shake the bushes, put his hands on people and make traffic stops."

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these instances, it is the owner of the vehicle who is "noticed" – their vehicle was photographed going through a red light at an intersection, and it is therefore the owner's responsibility to follow-up. This is much the same as how parking violations are already handled, and there are no points. It is a violation of the local ordinance, and FSS 316 does not come into play. Lives are saved.

Looking more closely

Just a few of the more important issues law-enforcement agencies need to know as you move forward:

1. There needs to be a local ordinance (samples are available).

2. Evaluate the company of choice in the due diligence process regarding their complete technology. Prominence should be given to longevity of the company and their world ranking. Don't get sold a bill of goods from a fast-talking sales team. Get references.

3. A company that manufactures its own parts translates into less down time, once you are up and running. There are occasional mechanical problems with anything mechanical – this should be expected. The ability of the company of choice to respond to the issue becomes paramount.

4. Consider overall management and administrative support and make sure it is turnkey and complete. Any agreement should include installation, training, notice processing, collections and customer service, at a minimum. Be cautious in the evaluation

process; don't get over sold.

5. The agency need only provide the approval and "personal knowledge" of a law-enforcement officer. This is accomplished through the Internet with a trained, assigned deputy or officer – perhaps someone already on light-duty. The deputy or officer uploads the violations to the company, once exceptions are applied. One exception example is that you wouldn't "notice" the owner of a marked unit who was running an authorized emergency signal.

This technology is cropping up all over the United States and has been in Europe for years. A sharp decrease in T-Bone massive injuries, even fatal crashes is the primary goal and it is working.

Yet, red light camera enforcement can also be "about the money." But not in the way you might think.

There is no capital outlay for the agency; there is no upfront cost. The agreement should include a revenue sharing aspect, and the start-up costs comes from the revenue generated. The local jurisdiction starts earning money from owner/violators immediately upon going operational.

Looking for the next pioneers

Remember where you were back in the mid-1990s. Remember how there was the usual institutional lag and many waited to see how this "new fangled thing" called the Internet could be applied in a law-enforcement setting. Most of us had no idea where we were going. Well, it was the Internet then – and it's the red light cameras now.

Please know this is just a cursory view and not a complete discussion. There are many nuances,

which should be understood by your agency. As you are considering this technology in your jurisdiction, ask for a customized assessment. Either Larry Matheison, who recently retired as the Chief of Ormond Beach, or I would be happy to help you through the process.

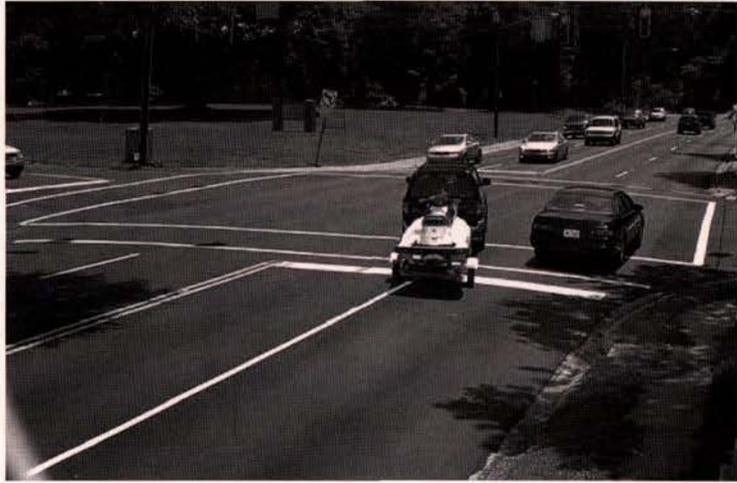
Pete Cuccaro retired from the Miami-Dade Police Department in 1998 as the Bureau Commander of Robbery. He was appointed Police Chief of the Miami-Dade Schools Police Department in 2000 and served through 2004. He is currently president of Cuccaro Investigative Management Group, Inc. and is serving as a consultant to Traffipax, Inc. a worldwide leader in red light camera enforcement. Contact Cuccaro at petecuccaro@cimginc.net.

Attention Sheriffs: Corrections Nominations Sought

The Florida Sheriffs Association is seeking nominations for its 2007 Correctional Officer of the Year award. Nominations forms were mailed in late November to each agency that operates a jail. Please submit your nominations no later than January 11.

Besides being one of the highest honors a Correctional Officer can receive, he or she will also receive \$1,000, a beautiful plaque and be recognized at FSA's Mid-Winter conference formal banquet at World Golf Village, February 12.

If your agency did not receive a nomination form, please contact Patti Brigance, Florida Sheriffs Association, by phone: 800-877-2168 or e-mail: pbrigance@fisheriffs.org.



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For communities that want to put a stop to dangerous and aggressive drivers who run red lights, the TraffiStar system is a highly reliable solution that has reduced red light running in communities by as much as 65%. Don't allow reckless motorists to operate their vehicles in a selfish manner without regard for the safety of others simply because they think they can get away unnoticed. The TraffiStar red light camera enforcement system supplements a police department's traditional traffic patrol force by putting a virtual policeman at dangerous intersections 24x7. Featuring fully automated high-resolution digital camera technology, a solution that won't conflict with State DOT regulations.

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Retail Officer of the Year day for an estimated total theft of as much as \$500,000.

Three officers also were selected as runners-up from the field of outstanding nominees that represent various law enforcement entities from throughout the state. They are: Officer Carlos Decespedes of the Miami Police Department; Officer Michael Leonard of the Holmes Beach Police Department; and Officer Joseph Register of the Gainesville Police Department.

About the Runners-Up

Officer Carlos Decespedes, Miami Police Department

Officer Carlos Decespedes is an 18-year veteran of the Miami Police Department. He is driven by a relentless commitment to protect and serve his community. Described as “dependable” and a “team player,” Officer Decespedes was honored as the Miami Police Department’s “Officer of the Month” for February, April and August of this year for his exceptional work in the Overton area. Specifically, he embarked on an aggressive strategy to rid the area of known street level narcotics dealers and armed offenders. He continues to serve as an example to other officers and leads the entire department with high productivity of arrests and summons each month, including 101 total arrests in April – all without using any form of physical force. City of Miami Police Chief John A. Timoney nominated Officer Decespedes.

Officer Michael Leonard of the Holmes Beach Police

On Christmas Day 2006, Of-

ficer Michael Leonard was dispatched to a Holmes Beach pharmacy to respond to a reported armed robbery in progress. Upon his arrival, the suspect fled on foot into a condominium complex and carjacked a vehicle from a family. A car pursuit followed, with the suspect crossing the centerline of a busy state road, running numerous vehicles off the roadway. The suspect eventually wrecked the stolen vehicle in the middle of a bridge, fled, and attempted to dive off the bridge into the water below. Officer Leonard tackled the suspect and prevented his escape. The suspect’s numerous charges included armed robbery and aggravated assault on a law enforcement officer. He also was charged with an unrelated bank robbery that occurred several days before in a neighboring jurisdiction. Holmes Beach Police Chief Jay Romine nominated Officer Leonard.

Officer Joseph Register of the Gainesville Police Department

Officer Joseph Register has worked for the Gainesville Police Department for less than three years. During the past year, he has been assigned full-time to the Oaks Mall, a 140-plus store shopping center serving the majority of North Central Florida. Rolling through the mall elevated on his Segway scooter, Officer Register is a welcome sight to busy shoppers and retailers alike, helping to ensure their safety. He is an incredible asset to the mall retail establishments and has conducted crime prevention training for store staff. During the past year, he made a total of 265 arrests, 42 of which were for felony

offenses. Officer Register also prevents thousands of dollars of merchandise losses each month by catching shoplifters in progress. In the past year, he has recovered over \$37,000 in stolen merchandise from subjects attempting to flee businesses without paying for the items. Gainesville Police Captain Ed Book nominated Officer Register.

The LEOY Program

The Florida Retail Federation Law Enforcement Officer of the Year program has been an annual event since its inception in 1974. The purpose of the program is to support and encourage outstanding police work throughout the state, and to recognize the important contributions made by Florida’s law-enforcement professionals in promoting safety and security. The program’s time-tested campaign theme, “Often taken for granted, they never stop serving ...because they care,” remains as relevant today as when LEOY was first introduced.

The Florida Retail Federation is a statewide trade association that represents Florida’s retail industry. It has served as “The Voice of Florida Retailing” since its inception in 1937. Florida retailers pay more than \$33 billion in wages annually, provide one out of every five jobs in the state, and collect and remit more than \$20 billion in sales and retail-related taxes for Florida’s government each year.

For more information on the awards event or the LEOY program, please contact Brenda Grindstaff, awards coordinator, at (888) 357-3824 or FRFAwards@frf.org or visit FRF’s Web site at www.frf.org.

Deputy Ron Kelley



It's been an interesting 12 months for Osceola County Sheriff's Deputy Ron Kelley.

A driving force behind the Florida Sheriffs Association's Teen Driver Challenge, he garnered attention among the 67 Sheriffs of Florida when the program was introduced last January.

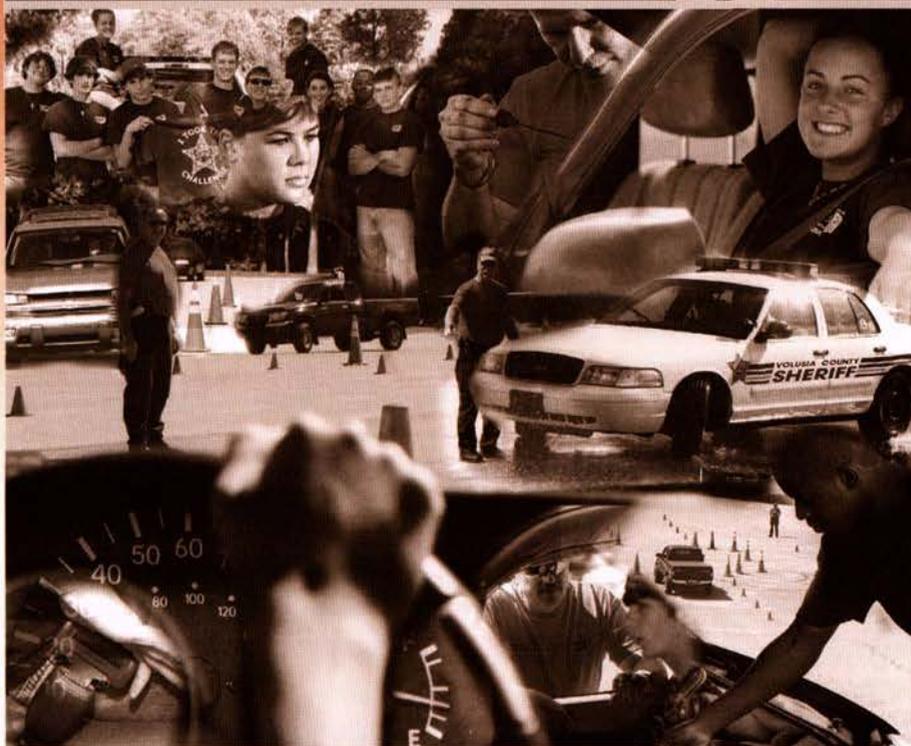
Deputy Kelley appeared in a photo with the country music band Diamond Rio that ran in several publications, too, and then this past October, he was named Officer of the Year by the Knights of Columbus Catholic men's fraternity. He became a topic of several Internet articles for the award and then a panel of his peers at the Sheriff's Office named him "Employee of the Month."

The smile behind Deputy Kelley's well-trimmed mustache betrayed his own amusement about all the recognition. After 20 years with the same agency, who would have thought?

In law enforcement since 1978, Osceola County Deputy Ron Kelley is currently a Training Coordinator and the Senior Driving Instructor for the Osceola County Sheriff's Office in Kissimmee. He also has served as an adjunct instructor for Police Motorcycle instructors with IPTM. He became the lead driving instructor for his agency in 2001 and a year later developed a scenario-based pursuit driving and management training course. A recent study of agency crashes has

Florida Sheriffs Association

Teen Driver Challenge



This course will provide you with the knowledge and hands-on experience to reduce your chances of being involved in a crash.

Osceola County Sheriff's Deputy Ron Kelley's commitment to driver safety – by law enforcement, teenagers and the general public – is helping to save lives. It's also garnering him some recognition. He helped launch FSA's statewide Teen Driver Challenge and has even been recognized by his peers at the Sheriff's Office. According to Internet articles, it seems fame is in fast pursuit of Deputy Kelley.

shown that at-fault and not at-fault crashes have significantly reduced in occurrences, cost and injuries after Deputy Kelley became the Senior Driving Instructor.

Deputy Kelley has served as a consultant and expert witness on several pursuit litigations against



law enforcement and has presented training to other agencies in the United States.

The Florida Sheriffs Association extends a hearty congratulations to Deputy Kelley. Thanks for making Florida roads safer!

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Feel Under Attack?

With violent crime on the rise nationwide, and citizens and LEOs of the community being attacked, the street cop must be given the authority to do their job. Administrators/managers, you need to support your people and let them know that if they initially have their firearm out of the holster on a traffic stop and then holster after contact and evaluation, then there is no valid complaint. Support your people!

LEOs, you may never get a second chance to draw for the first time, but you can always reholster.

Many offenders believe that their way of fighting back is to log frivolous complaints against hard working, dedicated LEOs. Supervisors have the ability to stand up against those who are only attempting to log such complaints and let them fully understand that a sworn, taped statement will be required, and if perjury occurs, that charges will be filed.

A quarterback in football who throws the ball to a receiver the majority of the time will, without a doubt, have a higher interception rate than the quarterback who simply hands off. A hard working, dedicated employee who is "shaking the bushes" may create more complaints than a LEO who only reacts to calls.

Liability

It's unfortunate, but many LEOs are concerned about what might happen if they strike another person – will the department punish them or will they be attacked by the media and force

the Prosecutors/State Attorney to file a case?

And, of course, with that hesitation it's possible that the LEO may be harmed or killed.

A 22-year-old deputy in Georgia conducted a traffic stop for a tag violation, which quickly escalated to a deadly force situation. The deputy ordered the offender multiple times to drop their firearm. The 50-year-old offender then began his attack upon this young warrior. The deputy took nine hits, and, continuing to advance, the offender took deliberate aim at the deputy's head and pulled the trigger.

This horrific situation was caught on film by the cruiser cam, and now the offender is currently on death row and appealing his sentence.

Warriors, you cannot be concerned about liability or what might happen. You have seconds to make a life-or-death decision – don't hesitate. Survive and go home.

Training

Training must be continuous and ongoing, and the responsibility of training does not belong with your agency. If your department will not provide you with the relevant required training that you need to survive, then you must seek out the training.

Agency instructors must provide training that will be conducted with realism and repetition. The realism is designed to provide an experience that you will not forget, followed by the repetition, so you can actually learn the topic of discussion.

Traffic stops continue to be on the top of every list involving LEO safety. But when was the last time

you were provided with realistic training involving unknown risk vehicle stops? When was the last time you were given the opportunity to practice during approaches, command presence and communication?

Your agency should be providing you with continuous, realistic training, however, if it's not occurring, don't place the blame on your Chief or Sheriff. If you do not have the opportunity to practice hands-on training with vehicle stops, building clearing or firearm malfunctions, then practice on your own.

Mental visualization is a true training tool. Once you learn a specific tactic or move, and you continue to rehearse that movement in your mind, you will achieve that move when necessary. For example, the proper clearing of a firearm malfunction for failure to feed or fire is a basic academy-instructed objective.

Tap the magazine, invert the weapon for gravity assistance, sling shot the slide and access the target. It's simple and effective, and yet so many veteran LEOs struggle every day at the range. The reason why is that they don't practice, and when it's time for the clearing of a malfunction, you do not have time to think or plan – it must be instinctive, without hesitation.

To be advanced, you must master the basics – but I don't believe anyone has truly mastered the basic fundamentals of survival. Practice provides a permanent memory.

Fallen Heroes

The old saying, "Let's not Monday morning quarterback," is alive and well in law enforce-

ment. Some even attempt to create future harm, with possible civil or criminal possibilities.

But the majority of people and LEOs who review the situation attempt to use what we learn from the incident to improve safety for the next involved deadly force encounter.

When involved in training, I speak and make reference to LEOs who have fallen in the line of duty, but I do it out of respect. The thought and plan is to im-

prove the fitness and ability of new recruits and those veterans who need to be reminded that this job is dangerous, and there are people in this world who truly want to hurt you.

For those who make the ultimate sacrifice, we will never forget and we should keep their memory alive by learning what they did right and how we can improve on their tactics and other factors surrounding the incident. There is no shame in asking questions and

learning from what occurred, with the overall goal of improving ability and awareness...to win, and go home to our families at night.

Broward Sheriff's Office Capt. Jim Polan, a 26-year veteran of law enforcement, is currently assigned to Specialized Operational Services at BSO. He also is an adjunct instructor for the University of North Florida, Institute of Public Safety and Miami-Dade Community College.

CORRECTIONS

Alachua Sheriff's Office Gets New Jail Director

Alachua County Sheriff Sadie Darnell recently hired Robert Woody, 54, as the new director of the Alachua County Department of the Jail. His appointment is effective January 2008.

Currently the Bureau Chief of Community Relations for the Florida Department of Corrections, Woody has over 30 years experience with the DOC, locally and throughout Florida.

Woody is well known in Alachua County and highly involved in the community. He and the Sheriff share a common vision for the Gainesville/Alachua County Department of the Jail and community in that both are committed to:

- Public safety and the custody, care and control of repeat and worst offenders within the Department of the Jail as long as necessary;
- Reducing criminal offender recidivism by working with the local community, businesses, non-profits and volunteers; the law enforcement and corrections enti-

ties and the local criminal-justice system. Offenders with potential to become law-abiding and contributing members of our society will be selected to participate in viable trade producing inmate work crew and re-entry programs;

- Reducing the ineffective and damaging incarceration of individuals who have a mental illness and/or chronic medical condition, including addiction, through innovative, demonstratively successful programs

Most important, the Sheriff says that she and Robert Woody share a commitment to the Gainesville/Alachua County citizens to provide an ethical, fiscally responsible, community and employee oriented management philosophy for the Department of the Jail.

Woody has 30-years of experience working for the Florida Department of Corrections, Probation and Parole. He received his Bachelor's of Science degree from the State University of New York and a master's degree from Rollins College in Winter Park, Florida. He

has served as a Trustee Board Member for SunTrust Bank since 1993 and was appointed by the Governor in 2001 to serve on the Judicial Nominating committee – a position he still holds. He also has been highly involved in community service programs, including serving as co-founder of the Men Involved in Building Our Youth Program and service in the Rotary Club, Stop Children's Cancer Board of Directors, the Volunteer Center and the Council for Economic Outreach. He is married to Bernadette Woody and has three children.

Woody replaces Major Robert Chapman, who resigned in lieu of termination on May 8, 2007. Captain Tony Canchola became the Interim Director/Acting Major, while Major Chapman was on administrative suspension, from February 26, 2007, until his retirement on August. Captain Charlie Lee began his service as the current Interim Director/Acting Major effective August 15, 2007 when Canchola retired. Major Lee will serve as Interim Director until January 2008 and will assist with Woody's transition.

The Sheriff's Special Weapon

By Morgan Polk

Florida Sheriffs have a new and powerful intelligence weapon at their disposal: the Intelligence Fusion Center.

Intelligence Fusion Centers are sprouting up across the country and Florida is leading the way. An Intelligence Fusion Center is an analytical hub using local, state, and federal resources to gather, analyze, and produce actionable intelligence in order to fight crime and terrorism. While everyone reaps the benefit of a Fusion Center, usually the county Sheriff gets the biggest yield.

Fusion Centers existed before 9/11 but have recently grown in number and purpose. There are Fusion Centers in almost every state, with some states – such as Florida – having regional centers as well. The federal community has long had single-issue analytical centers for counter-terrorism, counter-narcotics and financial crimes. Many states have also had Fusion Centers like the High Intensity Drug Trafficking Areas (HIDTA) and Joint Terrorism Task Forces. However, only recently have all-source analytical centers been created to support multiple issues within local jurisdictions.

Not a one-size-fits-all

There is no single-type of Fusion Center – each is unique. Most have a counter-terrorism focus and many combine that with an all-crimes and all-hazards approach. The Department of Justice and Department of Homeland Security define a Fusion Center as “a collaborative effort of two or more agencies that provide resources, expertise, and/or information to the center with the goal of maximizing the ability to detect, prevent, investigate and respond to criminal and terrorist activity.” They all use the principles of the Intelligence Cycle. The most common Fu-



sion Center is found at the state level and is often led and operated by the state police. In many state-run Fusion Centers, the emphasis is integrating federal agency-derived information into an existing architecture. To support local issues, major metropolitan law enforcement agencies often assign analysts to state Fusion Centers. Florida however, has a different and more aggressive approach.

Florida Fusion Center in Tallahassee

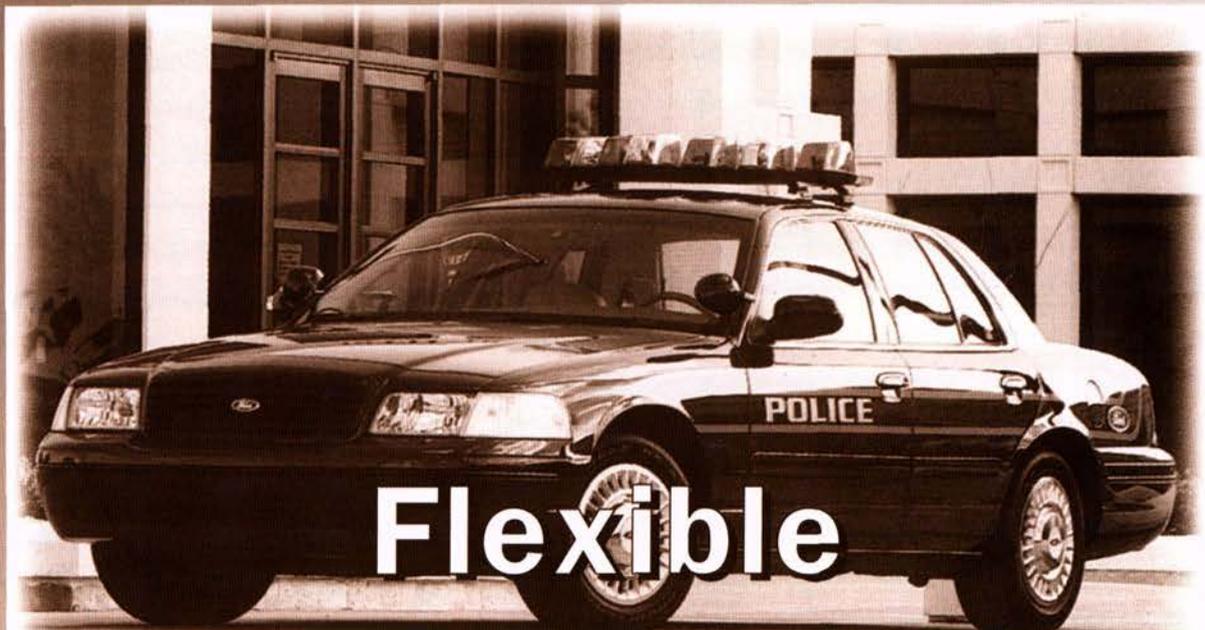
The Florida Department of Law Enforcement (FDLE) operates the Florida Fusion Center (FFC) in Tallahassee. The mission of the FCC is to protect the citizens, visitors, resources and critical infrastructure of Florida by enhancing information sharing, intelligence capabilities and preparedness operations for all local, state and federal agencies in accordance with Florida's Domestic Security Strategy. FFC operations are guided by the understanding that the key to effectiveness is the development and sharing of information between participants – to the fullest extent – as is permitted by law and agency policy.

The FFC will serve as the state node and will provide connectivity and intelligence sharing amongst the Regional Fusion Centers or Regional

Domestic Security Task Forces (RD-STFs). The Florida Fusion Center consists of approximately 45 FDLE members, federal agencies, state multi-disciplinary partners and includes outreach to private-sector entities. FDLE members that are part of the Fusion Center have assignments to various squads to include: Counter Terrorism Intelligence Center, Financial Crime Analysis, Critical Infrastructure and a 24/7 situational awareness unit, the Florida Investigative Support Squad. The analytic element of the FFC is the Counter-Terrorism Intelligence Center (CTIC). The CTIC provides all-source intelligence support to all the Regional Domestic Security Task Forces. It publishes daily threat reports and responds to requests for information.

Currently there are full time analysts from the Department of Homeland Security Intelligence & Analysis (I&A) and the FBI working within the FFC. Since October, there has been a full time analyst from the Florida National Guard. Recently the FCC was augmented with a liaison officer, Mark Glass, from Department of Homeland Security, whose primary responsibility is to ensure that Florida has access to the resources of the National Intelligence Com-

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The Sheriff's Special Weapon

munity. Glass, who has a long-career in law enforcement and with the US Coast Guard, says that the success of Fusion Centers is one of the top priorities of DHS and Director of Intelligence, Charlie Allen.

Regional Fusion Centers

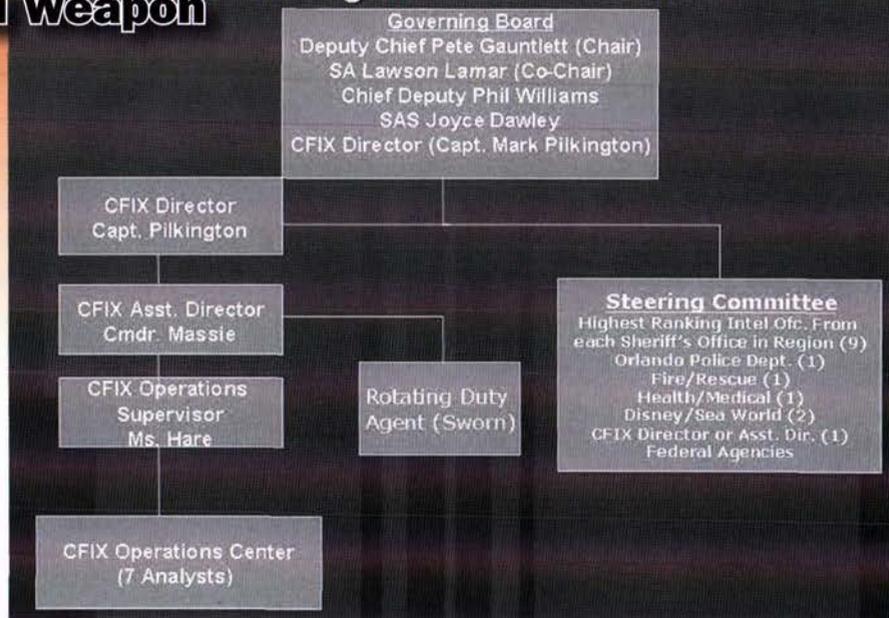
RDSTFs were created in 1996 in order to respond to all crimes and all hazards. The effort was enhanced with the addition of a domestic security mission after 9/11. Under the coordination of FDLE, seven regional domestic security task forces were created along with an analytical unit within the Office of Statewide Intelligence (OSI) to enhance domestic security and counter terrorism investigative efforts. Each task force is co-chaired by an FDLE Special-Agent-in-Charge and a Sheriff from the region. The task forces include multi-discipline partners from education, fire rescue, communications, law enforcement and emergency management. These disciplines are also reflected in the composition of the Florida Fusion Center and the Regional Fusion Centers, like the Central Florida Intelligence Exchange (CFIX).

By working with the RDSTF, the Sheriff can best harness the power of the Fusion Center serving his or her county.

The most active Fusion Center in Florida is the CFIX in Central Florida. After opening the doors in November of 2006, they have been instrumental in special intelligence activity for the region. They have provided direct support to visits from US and foreign dignitaries, the Daytona 500 and Pepsi 400, and special case work-ups. Orange County Sheriff Kevin Beary and his Intelligence Division Chief, Capt. Mark Pilkington, lead the CFIX.

The Orange County Sheriff's Office received grant money from the Department of Homeland Security to create, staff and operate the CFIX.

CFIX Organizational Structure



The CFIX is an intelligence force multiplier for all of RDSTF-5. Several Sheriffs' Offices and Police Departments have dedicated resources to the project. They are all connected through a collaborative workspace enabling them to participate on-site or virtually through the Internet.

Capt. Pilkington, director of the CFIX, says although the initial intent was to concentrate efforts on counter-terrorism, the CFIX has gradually become involved in assisting agencies by providing analytical assistance related to the violent crime problem in Central Florida. "We are very careful not to become an 'all crimes' Fusion Center, which can overwhelm your resources," he says. "I believe the (larger) Sheriffs' offices in the region have benefited tremendously since CFIX's inception." Sheriff Beary has been highly supportive of the Fusion Center concept, especially after seeing its capabilities.

In Tampa, the Fusion Center is a combined and co-located effort of the RDSTF and the Joint Terrorism Task Forces (JTTF). The analytical support comes from both FDLE and the FBI's Field Intelligence Group (FIG). County Sheriffs provide analytical and investigative resources to support the collective effort via the RDSTF.

The FCC for counter-terrorism and special analytical support covers RDSTF-1 and 2, which comprise the Panhandle and Tallahassee areas, respectively. The Jacksonville region is in the planning stages of Fusion Center development. RDSTF-3 is working closely with the JTTF, U.S. Navy and Coast Guard to address both regional and maritime issues.

The South Florida Region is beginning to implement a Virtual Fusion Center. The region is using a collaborative software tool called "Share Point" to share information among the federal, state and local agencies in the region. Initiated by the Palm Beach County Sheriff's Office, the project is in its initial stages and is beginning to expand rapidly. Already they have connected the FBI, Miami-Dade Public Safety Division, Palm Beach and Broward counties.

Sheriff Mike Scott and FDLE's E.J. Picolo are RDSTF-5 co-chairs from Ft. Myers and are in the early stages of Fusion Center exploration. Like most regions in Florida, they face a number of challenges from terrorism, organized crime, gangs, maritime and immigration issues. "We are looking at the best way to integrate limited local intelligence resources," says Sheriff Scott. "The Fusion Center concept

looks like a smart way to do business."

Writer Morgan Polk is a retired Marine Corps Intelligence Officer now supporting various law enforcement and homeland security intelligence

efforts. As a military and civilian intelligence and counter-terrorism officer, he has been a part of two Olympics and special operations in the US and overseas. He assisted with the early development of the CFIX and continues

to provide analytical support. Polk resides in Ft. Myers where he is the Chief of the Florida Field Office for CENTRA Technology, Inc. E-mail him at: polkm@centratechnology.com/.

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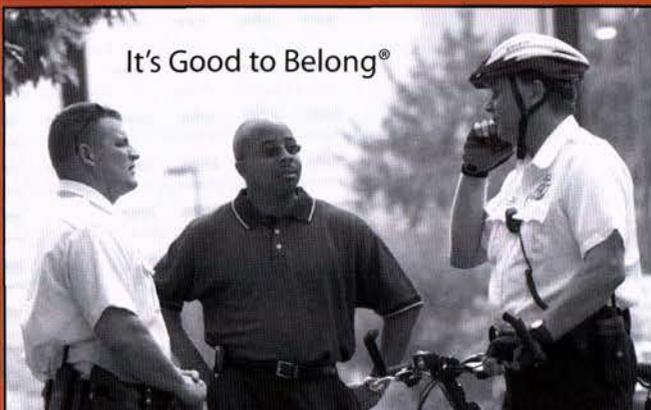
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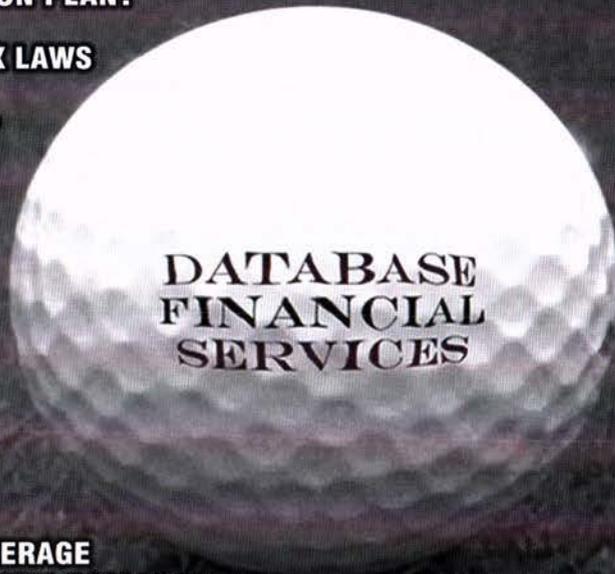
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