

ALL POINTS BULLETIN



VOLUME 3, NO. 1, 1993

Use of Force Considerations

By Lt. David Frisby

Today's Florida law enforcement administrators find themselves in an extremely litigious climate. Forward thinking administrators have enacted strategies for limiting exposure and guiding officer actions in high liability areas. The three areas that have usually been identified as "high liability" are: use of force, vehicle operations, and firearms.

Law enforcement agencies have found that vague and minimal written standards in high liability areas may expose them to civil and criminal action by persons claiming to have been injured by a police action.

State and local law enforcement have, therefore, set formal professional standards for training and performance. Florida law enforcement has carefully defined the standard of care expected of police officers when using force by the Force Continuum Matrix.

Force Theories

There are a number of legal and theoretical justifications for force in Florida statutes; use of force in defense of others (FS 776.031), use of force in making an arrest (FS 776.065), use of force to prevent escape (FS 776.07). The State statutes authorize force when and to the degree a law enforcement officer "reasonably believes it to be necessary."

Florida Statutes give little guidance as to exactly what acceptable force might be in any particular incidents. Acceptable standards evolve by case law. The FDLE's Division of Criminal Justice Standards and Training have adopted an official "force continuum matrix." This Matrix defines the standard of care and proper levels of force, in an official, straight-forward manner.

Law Enforcement Force (Response Levels)

The "Continuum of Force" is a theory and guide for the proper type of force to be used by a Law Enforcement officer. It defines the relationship between the resistance of a law breaker and proper law enforcement force.

In Florida, there are now six recognized Law Enforcement levels of force. The suspect's resistance levels are also measured in six increments.

The first and lowest police level of force



Illustration by Jenifer Thomas, courtesy of Second Chance Body Armor, Inc.

is presence. Before an officer can even give a lawful command he must establish presence by establishing his identity and authority. He can do this by presenting himself in uniform or by presenting a badge, credentials, and announcing his authority. Presence is often enough force to convince a suspect to stop his unlawful activity.

The second level of force is verbal direction. A law enforcement officer uses this level of force when he or she requests or commands, verbally or with body language. Again, this level of force is sufficient to control a great deal of unlawful activity.

The third level of force is touch control. Touch is the most complex level in the continuum. FDLE Standards and Training like some local agencies, identify specific types of techniques to be classified as level three force. Others specify hard versus soft techniques as sub-categories of level three and describe what effect is intended instead of categorizing specific techniques.

The fourth level of force is alternate weapons. This level of force includes the use of batons, chemical mace and stun guns. This is the level automatically in effect whenever the various law enforcement specialty weapons are used to obtain compliance.

The fifth level of force is incapacitating force. As the name suggests, this level of force is intended to temporarily incapacitate a suspect. Incapacitation techniques include some strikes and blows, and (if your agency properly trains and permits it), the controversial "neck restraint" or "choke hold."

Level six is deadly force. This level

continued from page 1

of force is reached whenever firearms are used. It is force which is likely to cause death or serious bodily harm. The deadly force category also includes: baton strikes to the head, use of law enforcement vehicles against other occupied vehicles and techniques defined as deadly by your agency administrator.

Resistance Levels

In a similar way, the behavior of a suspect or arrestee is broken down into six levels of resistance. These levels of resistance are related to, and evoke certain levels of law enforcement response.

Presence is the first level of resistance. A person can break the law by the nature of his very presence in a place as in trespass. Law enforcement response levels one and two are usually appropriate.

The second level of resistance is verbal resistance. A person can violate the law by his speech or by just threatening to violate the law in a believable manner.

The third level of resistance is passive physical resistance. Passive physical resistance involves more than mere incidental presence. It occurs when a suspect actually and intentionally resists the action or direction of a lawful authority.

The fourth level of resistance is active resistance. This level would encompass such behavior as pulling away or fleeing arrest.

The fifth level is aggressive physical resistance. When a person turns his active resistance against the officer or against another person he achieves this level. Aggressive physical resistance need not necessarily be effective, only threatening.

The sixth level is aggravated physical resistance. This is resistance which is likely to cause or is intended to cause injury.

General Rules

Some general rules for the use of the continuum of force are as follows.

An officer is usually expected to escalate up the continuum step by step until the highest approved level is reached or

the law enforcement goal is achieved. The officer must then de-escalate as much as possible, consistent with maintaining control. An officer may by pass steps in the continuum when there is a clearly explainable reason why lesser force would not be effective.

An officer who exceeds the State recommended level of force must document acceptable justification. For example, an officer might easily justify skipping all intermediate steps and initiating level five to recapture a desperate, escaped murderer. The officer could then incapacitate him without giving him a chance to exhibit any resistance.

Many tools and techniques transcend the Force Continuum. For example, a law enforcement officer who reaches into his patrol car and retrieves his baton in a clear exaggerated manner increases his "presence." As stated earlier, a baton can also be used in a "deadly" manner. A significant determinant of force level is the effect or result of the force.

The Typical Escalation/De-escalation Scenario

Level One:

The law enforcement officer in uniform arrives at the scene of a complaint and sees a crime being committed, say trespass. The suspect sees the officer but makes no effort to discontinue his unlawful activity.

Level Two:

The officer approaches the suspect and directs him to submit to arrest. The suspect verbally refuses to submit to arrest.

Level Three:

Instead, to emphasize that he is not going to leave, the suspect sits and grabs an anchored bench. The officer takes hold of the suspects free hand and attempts to apply a wrist lock come along.

Level Four:

When the suspects hand is touched and before the come along is secured, the suspect jumps to his feet and begins to run. The officer gives chase and draws his baton as they run. The officer strikes the suspect on the thigh.

Level Five:

The suspect falls and is handcuffed. The officer helps the suspect to his feet and escorts him back to the patrol car.

Administrative Considerations

Law enforcement agencies routinely exercise their legitimate power to set force guidelines different from those of the State.

Administrators should be careful to define force response levels in terms of what the officers reasonably knew or should have known instead of in terms of objective subsequently determined facts. Some department administrators move particular techniques to different places on the continuum because of sensitivity to community feelings.

For example, a few departments have banned the use of the baton. Although for well-intentioned reasons, this type of practice could lead to increased civil exposure if an officer was forced to choose to use greater force because his baton (a level four tool) was not available. Sensitive administrators weigh the benefits of varying from State standards carefully.

Conclusion

The "Continuum of Force" is a law enforcement invention intended to guide and explain officer actions. Officers should be trained to think in terms of the force continuum when they write reports and testify. Trainers should concentrate on selling this effective law enforcement tool to trainee officers.

Administrators should use the continuum of force to direct officer actions and insulate themselves from liability for the improper actions of subordinates.

Lt. David Frisby of the Tallahassee Police Department, is a State certified defensive tactics instructor and has been qualified as an expert witness in police use of force and police procedures. He is a member of the FDLE's CJST "Defensive Tactics Subcommittee," the group which developed the Florida version of the Continuum of Force.

EDITOR'S CORNER

By Tom Berlinger



Several months ago, our Executive Director assigned me the task of assembling the logistics, instructors and curricula for the Florida Sheriffs Basic Institute, the moniker for the 40-hour course FSA sponsors for the recently-elected sheriffs outlined in this edition of APB.

As a youngster, I remember the thrill of just talking to a uniformed officer — and to know that little ole me qualified to earn his attention — if just for a minute. If he called me by name, I'd tell all my friends.

Now, after serving many years as a line and staff officer within Gulf and Pasco County Sheriff's Offices (and a few years at New Port Richey PD), it's sometimes hard to maintain perspective about where you once were — and where you are now.

Like many of you are doing, I spent several years gingerly forcing drunks into the back seat of a patrol car — then prying them out at the back door of the jail. I remember feeling "locked-in," convinced that I'd never be able to move ahead to the deputy sheriff "promised land" — wherever that was.

Now, I presume to aid persons who in many instances, have more training and experience than me — by convening speakers designed to help them plot their course as the "High-Sheriff" in their respective counties.

As this year comes to a close, and '93 begins, it is not my intent to brag, but to provide hope.

As recently as five years ago, I would have scoffed at the suggestion that someday I'd be here effecting training programs for law enforcement executives. But, I have been blessed by being given the opportunity to advance farther than I could have imagined or predicted.

I'm not much of a New Year's resolution person. But, maybe it's a good time to do a self-assessment. If you don't have one — you may consider that it's time to start on the road to a better education. Work hard and work better.

I'm not "there" yet — but if it can happen to me. It can certainly happen to you. Happy New Year!

FSA to Host Annual Jail Administrator Workshop

The Florida Sheriffs Association, with the assistance of the Hillsborough County Sheriff's Office and the Florida Jail Association is to host its annual "Jail Administrator's Workshop" February 22-24, 1993 at the Holiday Inn Crowne Plaza, 10221 Princess Palm Avenue, in Tampa. (I-75 Exit #52)

In recent years, the Association has brought together a large contingent of guest speakers from all over the country to address timely topics pertaining to jail operation and administration.

"Direct supervision" will be a highlighted topic this year, and the course will include a hands-on tour of the state-of-the-art Hillsborough County Jail Facility.

Other topics include a jail and prison overcrowding presentation by Insp. Dennis Williams of Hillsborough SO; a proactive approach to minimizing civil liability by Paul Marino, Esq., the former legal advisor to the Hillsborough County Sheriff who is now in private practice; the Americans with Disabilities Act and its application to county jail by Bill Powers, Esq. and utilizing correctional "auxiliary" personnel by CJST Commissioner and Jail Director Mike Berg.

DOC Inspector General David Smith and Chief Jail Inspector Ed Sobach will present a program on the possible changes and processes and procedures of the jail inspections program. Another guest speaker will be M. Wayne Huggins, Director of the National Institute of Corrections.

The Florida Jail Association will host its annual meeting during the Workshop, and in the closing hours of the Workshop, a group of experts will be impaneled to discuss the "future" of corrections in a "Think-Tank" format.

Course fee is \$130 per person. The group rate at the Holiday Inn Crowne Plaza is \$59/single, \$69/double, \$79/suite, but room reservations **must be made (813/623-6363) by no later than January 31, 1993** to insure the guaranteed rate. Registration forms and brochures about the course have been sent to all Sheriffs and all Jail Administrators. For additional information, call Tom Berlinger or Glenda Ostreich at FSA (904/877-2165).

FLORIDA SHERIFFS ALL POINTS BULLETIN

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Florida Sheriffs Association

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24 Cops Slain On Job in First Half of '92

A total of 24 law enforcement officers were killed feloniously while carrying out their duties during the first six months of 1992, according to statistics recently released by the FBI, *Crime Control Digest* reported in mid-December. This semiannual total was much lower than the 44 killed during the same period in 1991.

Firearms continued to be the weapon most used in the slaying of officers. Handguns were used in 14 of the murders, rifles in four, and a shotgun in one. One officer was killed by a bomb explosion, and four were intentionally struck by vehicles.

In the law enforcement business, one would think that places like New York City or Washington DC were posed overwhelming danger to the lives of law enforcement office personnel. However, anything but that is true.

Geographically, 14 were slain in the South, six in the Western states, three in the Midwest, and only one in the Northeast.

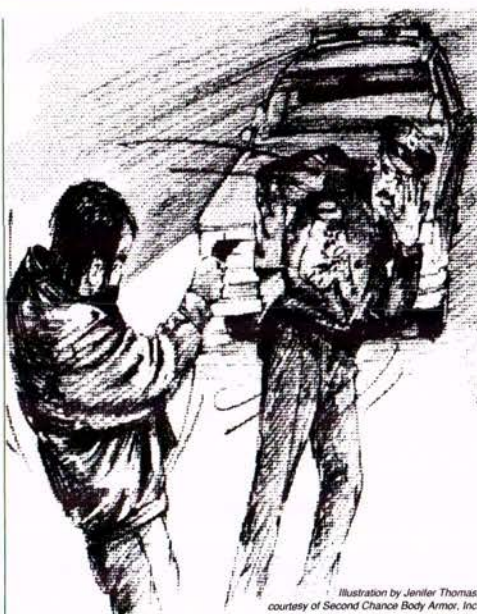
Fourteen were slain during arrest situations. Among them:

- 6 were trying to prevent robberies or catch robbery suspects
- 3 were apprehending burglary suspects
- 2 were involved in drug-related situations
- 3 attempting arrests for other crimes

Other interesting facts to note were that four were killed in disturbance calls; four while enforcing traffic laws; two while investigating suspicious persons or circumstances; and five of the total were wearing body armor at the time of their deaths.

An additional 29 officers lost their lives due to accidents occurring during the performance of their duties during the same six-month period.

In Florida, Linda Harless, an FDLE statistician reports that two law enforce-



ment officers were murdered on-duty during the entire of 1992 (until press time in mid-December). They were James Fulford, an FHP Trooper assigned to Jefferson County and Officer Pedro Cainas of Hialeah Police Department.

Officer Steven Bauer of North Miami Police was killed during a robbery of the bank where he was working an off-duty detail.

Although '92 was a safe year for Florida's law enforcement personnel when compared to some recent years, please remember, we can never be too careful.

There Ought to be a Law

You think our prisons are crowded? Imagine the problem we'd have with prison overpopulation if these laws were still being enforced, and believe it or not, yes, some of them are still on the books.

In Ottumwa, Iowa, "it is unlawful for any male person, within the corporate limits of the (city), to wink at any female person with whom he is unacquainted."

In Los Angeles, you cannot bathe two babies in the same tub at the same time.

In Zion, Illinois, it is illegal for anyone

to give lighted cigars to dogs, cats and other domestic animals kept as pets.

In Carmel, N.Y., a man can't go outside while wearing a jacket and pants that do not match.

In Clawson, Michigan, there is a law that makes it illegal for a farmer to sleep with his pigs, cows, horses and chickens.

In Gary, Indiana, persons prohibited from attending a movie house or other theatre and from riding a public streetcar within four hours of eating garlic.

In St. Louis, it is illegal to sit on the curb of any city street and drink beer from a bucket.

In Hartford, Connecticut, you aren't allowed to cross a street while walking on your hands.

In Michigan, a woman isn't allowed to cut her own hair without her husband's permission.

In Baltimore, it's illegal to throw bales of hay from a second-story window within the city limits. It's also illegal to take a lion to the movies.

In Oxford, Ohio, it's illegal for a woman to strip off her clothing while standing in front of a man's picture.

In Nicholas County, W. Virginia, no member of the clergy is allowed to tell jokes or humorous stories from the pulpit during a church service.

In California, animals are banned from mating publicly within 1,500 feet of a tavern, school or place of worship.

In Pennsylvania, "any motorist driving along a county road at night must stop every mile and send up a rocket signal, wait 10 minutes for the road to be cleared of livestock and then continue."

In Carrizozo, N.M., it's forbidden for a female to appear unshaven in public (includes legs and face).

A Kentucky law states "No female shall appear in a bathing suit on any highway within this state unless she be escorted by at least two officers or unless she be armed with a club." This amendment was later added: "The provisions of this statute shall not apply to females weighing less than 90 pounds nor exceeding 200 pounds, nor should it apply to female horses."

Courtesy of *Correctional Compass*
(DOC 12/92)

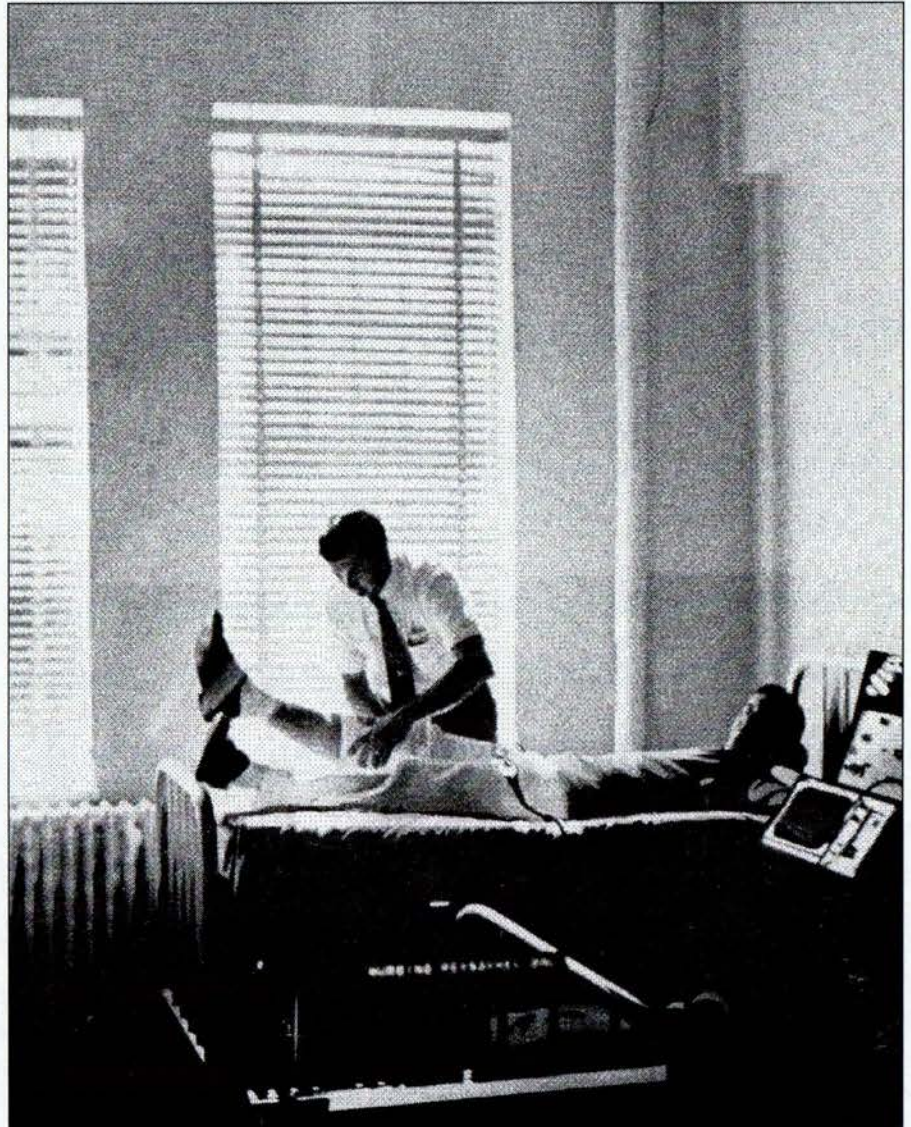
New Standards for Health Services in Jails and Prisons

New standards for jail and prison correctional health services were given provisional approval by the National Commission on Correctional Health Care (NCCHC) Board of Directors at its annual meeting in late September in Chicago. "This action follows nine months of work by a special task force created to recommend revisions in existing jail and prison standards," according to Henry C. Weinstein, MD, task force chair. The jail and prison standards were last revised in 1987.

As part of the task force's review, the current standards were sent to one-hundred fifty experts in the correctional health field. Reviewers included NCCHC board members, senior accreditation surveyors, correctional health professionals in jails and prisons, prison wardens and sheriffs, and a selected number of experts in specific areas such as health records, dental care, and diagnostic services. Suggestions made by this group were carefully considered by the task force.

Several of the existing standards were extensively rewritten or reclassified from "important" to "essential" standards. Weinstein indicated. Revisions were made to the standards addressing the following areas: comprehensive quality improvement programs, infection control programs, environmental inspections, orientation training for health services staff, receiving screening, mental health evaluation, sick call, continuity of care, diet, use of tobacco products, special needs and treatment plans, infirmary care, health record format and content, confidentiality of health records, transfer of health records, therapeutic restraints and seclusion, and medical research.

Three new standards were introduced and accepted addressing health staff participation in executions (applicable only to prisons); dental screening (applicable only to jails); and patient transport.



"Both the jail and the prison standards are expected to be published in early 1993," according to Robert Brumeister, NCCHC president. "Compliance, however," Brumeister said "will be a developmental process with respect to the new standards and those standards that have been extensively revised." At a minimum, in 1993, facilities will be expected to meet current standards and to have begun the process of updating policies and procedures in relation to the revised and new standards. All facilities, except those scheduled for a site visit, will also be required to submit Annual Maintenance Reports (AMRs), which will monitor implementation of the policies and procedures each year. By 1995, all facilities scheduled for site visits and those submitting AMRs will be expected to be in full compliance with all new and revised standards.

Members of the Jail and Prison Standards Task Force include: Henry Weinstein, MD, Director of Forensic Psychiatric Services, New York University Medical Center; Deborah Adles, RN, JD, Chief of Health Services, North Carolina Department of Corrections; Charles E. Alexander, MD, Dr.PH, Deputy Director for Health Services, Texas Department of Criminal Justice Institutional Division; B. Jaye Anno, PhD, Consultant, Consultants in Corrections; Lambert N. King, MD, PhD, Medical Director and Senior Vice President for Medical Affairs, St. Vincent's Hospital and Medical Center of New York; Douglas A. Mack, MD, Public Health Director and Medical Examiner, Kent County Health Department.

Courtesy of *Correct Care*
Fall, 1992

Most Felony Defendants Released Before Trial

An estimated 65% of the men and women arrested on felony charges in the nation's 75 largest counties during a May 1990 Bureau of Justice Statistics study were released from custody before their trial or final case disposition.

"Perhaps the most significant study findings were that among felony defendants granted pretrial release, 24% failed to appear for a scheduled court hearing, and 18% were rearrested while on release," said BJS Director Steven D. Dillingham. Almost two-thirds of the rearrests were for new felony offenses and about one-half of those rearrested for a felony were again released from custody."

Other significant findings:

- 6% of all felony defendants were held without bail. About a third of those charged with murder were denied bail.

- 60% of the pretrial releases did not require the defendant to post bond. The most frequent type of discharge from custody after arrest, granted to 26% of felony defendants, was ROR.

- Among the defendants who were not released before trial (35%), five out of six could not post bail, and one in six was held without bail.

- Among defendants with bail set at \$10,000 or more, those facing drug-related charges were most likely to secure release.

- For defendants with a set bail, the likelihood of pretrial release decreased as the amount of bail increased.

- Of those released after being charged with a violent offense, 19% failed to appear.

- Among released defendants, the likelihood of rearrest was highest among those charged with property and drug offenses and among males, blacks, younger defendants and those with the longest and most serious prior criminal histories.

During the 1990 study period, the 75 largest counties held 37% of the national population and had almost 50% of the re-

ported crime occur within their jurisdictional boundaries.

Courtesy of *Crime Control Digest*
12/7/92

Marino Honored by Proclamation

Paul Marino, Chief Legal Counsel with the Hillsborough County Sheriffs Office for the past 16 years, has left public service and joined the Tampa Law Firm of Fowler, White, Gillen, Boggs, Villareal and Banker, P.A.

Paul joins with James Thompson, Esq., a veteran lawyer who has been defending law enforcement and corrections officers for many years.

Over his years with Hillsborough S.O. Marino gained a reputation as a staunch defender of the Office of Sheriff.

While there, he developed a pro-active liability protection plan for the agency which has resulted in an estimated \$2.25 million in savings in liability defense costs.

The Hillsborough County Commission issued a Proclamation on December 16th expressing its appreciation for Marino's years of dedicated service and said that Marino, "by his zeal and generous labors, increased taxpayer savings and improved working conditions by identifying ways to eliminate potential professional liability in the fields of law enforcement, corrections and civil process."

Marino has agreed to serve as a guest lecturer at FSA's Annual Jail Administrator's Workshop scheduled in Tampa on February 22-24. (See announcement about this course elsewhere in this issue).

FSA Explores 'Statewide' Accreditation

Several months back, Florida's Sheriffs accepted a proposal from FSA Executive Director J. M. "Buddy" Phillips to explore the possibility of establishing what would amount to a 'statewide' accreditation process for law enforcement agencies.

"Florida Sheriffs have been unparalleled in their acceptance and implementation of the nationally recognized Commission on Accreditation of Law Enforcement Agencies (CALEA) process, but several Sheriffs display concern about the cost involved in meeting and continuously maintaining over 900 standards," said Phillips. "It is not our intent to replace CALEA, but to encourage agencies with limited funds to seek a possible alternative, an alternative which may suit their particular needs while at the same time, stay within their budgetary constraints."

"A dozen or more states already have a statewide program in place, and implementation has brought about a level of professionalism within many large and small agencies that would probably never have taken place otherwise," he further noted.

A task force comprised of several accreditation experts from Sheriff's Offices in Florida was assembled. They immediately went to work on drafting a set of proposed statewide minimum standards. The group included Gary Frazee (Volusia), Joe Howlett (Hillsborough), Sharon Harrell (St. Johns), Tony O'Brien (Palm Beach), and Jerry Rothman and Mario DeLudos (both from St. Lucie County).

Meetings are scheduled in early '93 to discuss the draft proposal and other aspects of the proposal. Other accreditation experts are encouraged to contact any of the study group members with thoughts and ideas. We'll keep you posted.

23 New Sheriffs go to School

On or before January 5, 1993, 23 new Sheriffs will take office in counties throughout Florida.

During the week of December 7th, they, along with a number of their intended command staff personnel, attended a one-week school in Tallahassee sponsored by the Florida Sheriffs Association.

The school, dubbed **The Florida Sheriffs Basic Institute**, "serves as an introductory overview of the Office of Sheriff," noted "Buddy" Phillips, the Association's Executive Director. He, along with FSA President Bobby Knowles, the Sheriff of St. Lucie County, provided the introductory remarks welcoming the newcomers to "the biggest challenge you'll ever face in your life."

Columbia County Sheriff Tom Tramel set the tone for the week by providing a moving account of the history of the Office, reaching hundreds of years into the past and bringing them to where we find ourselves today — operating overcrowded jails and policing in a state which has the dubious honor of having the highest crime rate of any state in the nation.

FSA staff took the opportunity to introduce class attendees to the ways in which the Association aids and assists the Office through education, training and technical/legal assistance, and to the several publications published throughout the year.

Other topics covered included the importance crime prevention and school resource programs, the local law enforcement assistance provided to Sheriffs by FDLE, jail and prison overcrowding, mutual aid pacts, the procedural and statutory requirements surrounding the service of civil process, Florida's public records law, media relations, and the legislative agenda we can expect for criminal justice next session.

St. Johns County Sheriff Neil Perry pulled no punches in a stirring presentation about "Keeping Tarnish Off the Star" as he outlined several "self-destruct" issues which have toppled some of the state's most popular and powerful Sheriffs from office and in some instances — into their own jails.

The course included a "field trip" to the headquarters of the Florida Sheriffs Youth Ranches near Live Oak. There, the new Sheriffs were treated to a tour of the facility,

and a cookout with the youth who reside there capped a great day away from the classroom.

In the closing day, seven incumbent Sheriffs comprised a panel which afforded the Sheriffs-Elect an opportunity to ask questions about anything they wanted in regards to sheriff's office operations. It provided some of the most interesting and informative portions of the program.

"There is no way that we can adequately cover all that needs to be covered in a mere 40 hours," noted FSA President Bobby Knowles.

"We will have accomplished our goal, though, if we convinced the new Sheriffs that the Office of Sheriff is much like a very complex machine, and after eight years in office, I'm still learning every day. No single individual can be expected to know how to handle every issue which comes down the road . . . but, after this school, they'll all know that there's a network available to each of them — and it's only a phone call away."

See photo on back cover

FDLE Proposes Violent Crime Act

In what can be best described as an all-encompassing and far-reaching proposal against Florida's increase in violent crime, FDLE Commissioner Tim Moore recently announced a major piece of legislation they are proposing in the upcoming session to be entitled, "The Florida Violent Crime Act of 1993."

The Act provides the Florida Legislature "with a tool to implement an innovative and promising strategy to reduce violent crime." Because of economic realities, this legislation does not call for massive amounts of new revenue to be directed at the crime problem.

But, it is an effort to secure legisla-

tive funding for "a coordinated, well-defined, and measurable strategy emphasizing optimum use of limited resources through four major statewide initiatives," Moore said, through a written executive summary of the plan published December 17, 1992.

The four major strategies include: community involvement and prevention; aid to local law enforcement; development of enhanced information systems; and statutory revisions designed to supplement the overall approach of the Act.

Among the many components of the plan are the establishment of a behavioral science center similar that operated by the FBI which was highlighted in the hit movie, "Silence of the Lambs."

The Act also seeks additional funding to increase FDLE's crime laboratory

capabilities, a revitalization of statewide crime prevention and educational efforts aimed at violence reduction, gang resistance and drug education.

Further, the Act establishes the Florida Violent Crime Information Center which will link all criminal justice agencies and enable the timely sharing of information related to violent crimes and criminals, including vitally important "MO" data. The system will be built upon the requirement that all law enforcement agencies have immediate access to and control of critical violent crime information.

Last, the Act calls for enhanced and specialized training programs to be developed through the Criminal Justice Standards & Training Commission geared towards combatting violent crime.

The Florida Sheriffs Association's 1993 Annual Administrative Management Training Seminar

Come February, Sheriffs and their Administrative Staff members throughout the State of Florida will assemble at the Hyatt Regency Hotel in Tampa for the Florida Sheriffs Association's 1993 Annual Administrative Management Training Seminar.

This three-day comprehensive training program is designed for Sheriffs Offices personnel whose administrative responsibilities include such areas as finance, accounting, data processing, personnel, human resources, training, labor relations, legal,

purchasing, fleet managers, records management, etc.

If you plan to attend only one training program this year, this is it! Join us for what promises to be one of the best training programs ever produced by the Florida Sheriffs Association.

Complete details regarding seminar registration and hotel information has been mailed to the Sheriffs Offices. If you have any questions regarding this program, please contact either Gary Perkins or Penny Smith at (904) 877-2165.

Florida Sheriffs Association's Administrative Advisory Committee

Finance Committee Members:

Inez Beecher, Metro-Dade Police Department
George Dandelake, Duval County Sheriff's Office
Penny Fleming, Seminole County Sheriff's Office
Pat Rogge, Sarasota County Sheriff's Office
Van Smithey, Columbia County Sheriff's Office

Fleet Managers Committee Members:

Wyatt Earp, Marion County Sheriff's Office
Jim Runions, Brevard County Sheriff's Office
Dave Shives, Hillsborough County Sheriff's Office



Personnel Committee Members:

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Gary Smith, Hernando County Sheriff's Office
Mike Touchton, Pinellas County Sheriff's Office
Bonnie White, Citrus County Sheriff's Office
Ovedia Lewis White, Marion County Sheriff's Office

Purchasing Managers Committee Members:

Carolyn Hendrickson, Hillsborough County Sheriff's Office
Steve Hunt, Polk County Sheriff's Office

PROGRAM OUTLINE

Date & Time	TRACK I	TRACK II	TRACK III
WEDNESDAY FEB. 24, 1993	ACCOUNTING & FINANCE	PERSONNEL & HUMAN RESOURCES	PURCHASING & FLEET MANAGERS
8:00 - 5:00 pm	Trade Show Setup for Sponsors' Exhibits	Trade Show Setup for Sponsors' Exhibits	Trade Show Setup for Sponsors' Exhibits
8:00 - 5:00 pm	Seminar Registration	Seminar Registration	Seminar Registration
12:30 - 1:00 pm	General Assembly Grand Ballroom I	General Assembly Grand Ballroom I	General Assembly Grand Ballroom I
1:00 - 1:45 pm	Legislative Update	Performance Based Human Resource Management	Why It's Important to Have Professionalism in Your Purchasing Organization
1:45 - 2:30 pm	Grant Funding Update	Continuation of . . . Performance Based Human Resource Management	Continuation of . . . Professionalism in Your Purchasing Organization
2:30 - 3:15 pm	FSA's Workers Compensation Program	Flexible Benefits Plan "IRS Code 125"	Tour of Exhibit Hall
3:15 - 3:30 pm	Break	Break	Break
3:30 - 5:00 pm	Sheriff's Special Law Enforcement Trust Fund	Cultural Diversity Training	FSA's Vehicle Lease/Purchase Program
5:00 - 5:30 pm	Tour of Exhibit Hall	Tour of Exhibit Hall	Tour of Exhibit Hall
5:30 - 6:30 pm	Hospitality in Exhibit Hall	Hospitality in Exhibit Hall	Hospitality in Exhibit Hall

Date & Time	TRACK I	TRACK II	TRACK III
THURSDAY FEB. 25, 1993	ACCOUNTING & FINANCE	PERSONNEL & HUMAN RESOURCES	PURCHASING & FLEET MANAGERS
7:30 - 8:30 am	Seminar Registration	Seminar Registration	Seminar Registration
7:30 - 8:30 am	Coffee & Danish	Coffee & Danish	Coffee & Danish
8:30 - 9:30 am	Costing of Police Services	Psychological Evaluations in Law Enforcement in the 90's	Environmental Regulations That Effect Fleet and Purchasing Operations
9:30 - 10:15 am	Sheriff's Office Law Enforcement Service Contracts with Municipalities	Testing in the 90's	Buying Recycled Products
10:15 - 10:30 am	Break	Break	Break
10:30 - 12:00 noon	Approaches/Methodologies Used When Selecting Computer Software	CJSTC Update	Supplemental Inflatable Restraints (Air Bags) in Police Vehicles
12:00 - 1:30 pm	Lunch/Keynote Speaker: Dr. Peter Colby "Administrative Practices: The Cutting Edge"	Lunch/Keynote Speaker: Dr. Peter Colby "Administrative Practices: The Cutting Edge"	Lunch/Keynote Speaker: Dr. Peter Colby "Administrative Practices: The Cutting Edge"
1:30 - 3:00 pm	Practical Budgeting for Government Managers	Americans with Disabilities Act (ADA) Update	Privatization of Fleet Maintenance
3:00 - 3:15 pm	Break	Break	Break
3:15 - 3:45 pm	Continuation of . . . Practical Budgeting for Government Managers	Sexual Harassment	Fleet Managers Automobile Liability
3:45 - 5:00 pm	Financial Planning for Retirement	Continuation of . . . Sexual Harassment	PRIDE of Florida
5:00 - 5:30 pm	Tour of Exhibit Hall	Tour of Exhibit Hall	Tour of Exhibit Hall
5:30 - 6:30 pm	Hospitality	Hospitality	Hospitality
FRIDAY FEB. 26, 1993			
7:30 - 8:30 am	Seminar Registration	Seminar Registration	Seminar Registration
7:30 - 8:30 am	Coffee & Danish	Coffee & Danish	Coffee & Danish
8:30 - 10:00 am	Managing Fiscal Stress in the 90's	Update on Employment Law Issues	Police Vehicle Manufacturer's Panel Discussions
10:00 - 10:15 am	Break	Break	Break
10:15 - 12:00 noon	Continuation of . . . Managing Fiscal Stress in the 90's	The "What if Paradigm": A Strategy for Creating Vision and Successful Change in the Law Enforcement Agency	Concurrent Sessions: a) Fleet Managers and Purchasing Officers Round Table Discussions or b) Law Enforcement Vehicle Testing & Demonstrations at Tampa Fairgrounds

The Class Roster



of New Sheriffs



From right to left, starting with the back row, the Sheriffs-elect and their counties are: Steve Oelrich, Alachua; Murray Richardson, Baker; Bob Milner, Bradford; Ron Cochran, Broward; Scott Lancaster, Clay; Vernon Keen, DeSoto; Larry Edmonds, Dixie; Jim Lowman, Escambia; Barry Walbourn, Glades; (second row) Rickey Dick, Hardee; Thomas W. Vaughan, Hendry; Cal Henderson, Hillsborough; Dwayne Walker, Lafayette; W. L. "Bud" Burke, Liberty; Ken Ergle, Marion; Gary Wheeler, Indian River; (front row) Robert Crowder, Martin; W. R. "Ray" Geiger, Nassau; Kevin Beary, Orange; C. W. "Charlie" Croft, Osecola; Lee Cannon, Pasco; Jerry Brown*, Santa Rosa; and Danny Hasty, Washington.

*Jerry Brown was sworn-in November 23, 1992, to fill a vacancy and was actually in office while attending the seminar.