

## History of the Alachua County Sheriff's Office

The primary sources for this history were *Florida Sheriffs: A History 1821-1945* by W.W. Rogers and J.M. Denham, many articles from the *Gainesville Sun* and other regional newspapers, and the personal recollections of ACSO employees both past and present. The Public Information Office would also like to extend special thanks to Dr. Joseph Spillane, Chair of the University of Florida History Department, who graciously permitted us to borrow from his research on the *History of the Alachua County Sheriff's Office* for this work. For a full citation and reference list, please contact the Public Information Office.

### History of the Alachua County Sheriff's Office

The Alachua County Sheriff's Office was born the same year as the county it serves and protects, in 1824. The Civil War was as yet unfought and the primary mode of transportation was still via horseback. In the very early years, from 1821 to 1828, Florida sheriffs were appointed by the governor of the state with the advice and consent of each individual county's legislative council. However, that changed in 1828 when a bill was passed that required sheriffs and other county officials to be popularly elected by the citizenry and to each hold their office for two years. Although the governor at the time, Governor DuVal, tried to veto this bill, the legislature overrode him. The governor could only remove a sitting sheriff from office for sufficient cause.

Prior to assuming office, a sheriff had to post a \$5,000 bond and was required to take an oath of office. The job was so demanding that in 1834, another law was passed that empowered Florida's sheriffs to appoint deputies that would hold the same arrest powers as the sheriff. Sheriffs and their deputies did not earn a salary. Instead, they worked on a fee basis, earning a set amount of money for each crime committed by the populace, which of course they had to collect as well. This fee system was largely unsuccessful and discouraging. Governor DuVal later set in place a secondary fee system in which the legislature awarded sheriffs and their deputies a set amount for services provided. For example, ten cents per mile was earned for each prisoner removed; one dollar was earned for each prisoner committed to the jail; and two dollars was earned for whipping a free person under court order.

Alachua's first sheriff, **Simeon Dell**, was appointed in 1827. In addition to his duties as sheriff, he was also the county tax assessor and tax collector. The county went through four sheriffs in fairly quick order. **John B. Tiner** came to the office in 1832. He was followed by **Thomas Barron** from 1840-1841. **John McNeill** served the next two years, from 1841 to 1843 and then **Isaac Blanton** from 1844-1845.

Things changed then as the territory began preparing for statehood and drafted a new constitution in 1837. Though ratified by the people in 1839, the constitution was not brought into force until 1845, at which time Florida officially became a state. When this happened, territorial courts were replaced with circuit courts. Sheriffs would still be elected for two year terms, but their bonds would vary wildly from \$2,000 to \$20,000 and they would become the executive officers of their circuits, exercising the same authority of the marshals and handling all of the process.

#### 1847-48 William Gibbons

In 1848, a new law was implemented establishing a clerk of the courts. This took the taxing responsibilities of assessor and collector away from the sheriff and left him free to be a lawman. The new law also stipulated that sheriffs were now to serve two 2-year terms, for a total of four years. Marshals would no longer carry out territorial assignments as they had in the past, but be concerned with federal duties instead. This marked the true beginning of the Alachua County Sheriff's Office. The first sheriff elected to office under this new arrangement was Thomas C. Ellis.

1848 **Thomas C. Ellis**

1848-49 **A.E. Geiger**

1849-55 **Charles L. Wilson**

1855-57 **George B. Ellis**

1857-65 **S.W. Burnett**

When the Civil War drew to a close in 1866, **John C. Crosby** held the title of Sheriff. However, General

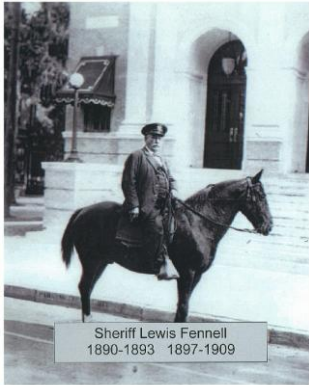
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Gordon Meade of the federal army forced him out of office in 1867 and put **George L. Barnes** in his place. The citizens of Alachua County tended to view Barnes and his policies as illegitimate. Although unpopular, he remained in office for four years until 1872.

1872-73 <b>D.W.L. Barton</b>	1873 <b>John W. Howell</b>	1873-77 <b>L.A. Barnes</b>
1877-1880 <b>Samuel Tucker</b>	1880 <b>A.J. Weeks</b>	1881-83 <b>John W. Turner</b>
1883-86 <b>S.C. Tucker</b>	1886 <b>A.J. Collins</b>	1886-90 <b>Samuel H. Wienges</b>
1890 <b>S.C. Tucker</b>	1890-93 <b>Lewis W. Fennell</b>	1893-95 <b>A.U. Hilleary</b>
1895-97 <b>H.M. Tillis</b>	1897-09 <b>Lewis W. Fennell</b>	

With the end of the Civil War came the rise of the Ku Klux Klan and accompanying racial tensions. Public violence and general lawlessness was on the rise as well. Shootings and other crime were such everyday occurrences that the populace became desensitized to the violence in their small community. Deputies were often killed in the line of duty because they rode out alone on horseback on their calls, with no backup and no method of communication or assistance.

This continued until **Lewis Washington Fennell** was brought in as interim Sheriff in 1890.

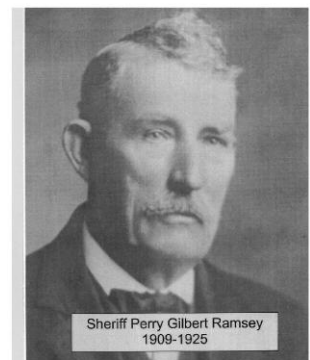


**Sheriff L.W. Fennell** was born in Melrose, Florida, in 1855, the son of an orange grower and the youngest out of seven children. He started his adulthood as a farmer in Hawthorne, but sold the ranch in 1885 and entered politics. He held office on the County Board of Supervisors and was also a deputy tax assessor before being appointed to fill in as a Sheriff for two years, finishing out Sheriff S.C. Tucker's term. He was then elected in his own right in 1896, 1900, and 1904 on the Democratic Party ticket. He also served on the Alachua County Commission, the State Democratic Committee and at one time, was President of the State Sheriffs' Association. After leaving office, he even served as Chief of Police for the Gainesville Police Department. Later in life, he became a livestock inspector and a special assistant to

the Gainesville Police Department. In his personal life, he was married with two daughters. He was also an avid outdoorsman and a well-known fox hunter. Sheriff Fennell died on May 19, 1937, after a brief battle with an unknown illness.

Sheriff Fennell, also known as "Uncle Wash," struggled to maintain staff at the agency because at that time deputies worked strictly off of commission instead of salary. The Sheriff's Office was responsible for most criminal investigations and the physical apprehensions of suspects, including fugitives from other counties. In those days, a fugitive chase meant talking to witnesses, tracking footprints, and using hounds—all from horseback and usually alone since the county was larger than it is now and the agency had only a few full-time deputies. Alachua County was still very much rural frontier land. Authority did not rest with the rule of law, but with whoever chose to take it by force. Sheriff Fennell and his deputies made a valiant effort to begin changing the face of Alachua County's frontier into something approaching law and order, but were largely unsuccessful.

**Sheriff Perry Gilbert Ramsey** was elected Sheriff in 1909. Ramsey was born in Milltown, Georgia, on September 15, 1857. Prior to his election as sheriff, he served as Democratic Executive Committeeman from 1879-1880 and as a Democratic delegate to the state nominating convention for Governor Mitchell in 1892. He moved to Gainesville in 1908 and was elected sheriff shortly thereafter. He was a charter member of the Florida Sheriffs' Association. He had five children with his second wife, one of whom also became an Alachua County Sheriff—J.P. Ramsey. Perry G. Ramsey died in September of 1933.



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When Sheriff Perry Ramsey was first elected to office at the end of Sheriff Fennell's last term, Alachua County was still the violent and lawless place it had been in 1890, despite Sheriff Fennell's best efforts. Sheriff Ramsey however, had an advantage over Sheriff Fennell. By 1913, Sheriff Ramsey had 11 deputy sheriffs under his command. Although he did not have immediate every day supervision over each of the men and they were not considered to be full-time employees, he could still call upon them when the need arose. In what could be considered the very early beginnings of the community oriented policing philosophy, Ramsey's deputies worked the area of the county they lived in, although they only worked when necessary and only came in to the office on official business.

Sheriff Ramsey was considered to be good at hunting down murderers and bringing them to justice. Along with homicide, common crimes of the time were aggravated assault, breaking and entering, robbery and rape. Ramsey was not a sheriff who spent his time in his office. With a county as large as Alachua and with so few deputies, the sheriff was a working law enforcement officer, involved in the everyday apprehension of suspects. For example, in March of 1912, Sheriff Ramsey spent an entire morning tracking a missing man's tracks from his abandoned vehicle. Sheriff Ramsey came upon the crime scene later that morning, discovering the body of murder victim Dr. H.C. Spencer, who had been felled by a shotgun blast to his head. In another event, Sheriff Ramsey fetched two bloodhounds from the convict labor camps where they were being trained in order to set them on the track of a fugitive burglar. Sheriff Ramsey himself eventually cornered the fugitive in an old house.

### Early Alachua County Justice

Back in Sheriffs Fennell's and Ramsey's time, the administration of justice was a social event. Execution was by hanging from a gallows set up next to the jail. Most hangings took place at high noon with people sitting on the jail yard fence just to get a better view. Up until the 1920's, legal executions were carried out in the public eye, under the auspices and supervision of the sheriff. One of the earliest recorded executions in Alachua County occurred in 1875, under Sheriff L.A. Barnes. A crowd of nearly 2,000 people showed up to witness the spectacle.



D/S Charley Slaughter

One of the more notable cases was that of father and son, Cain and Fortune Perry, who were executed side-by-side in September, 1912. They were convicted of murdering Deputy Sheriff Charley Slaughter. Deputy Slaughter, who also served as the Marshal of Archer, had gone with another deputy, Deputy J.A. Manning, and a citizen, F.V. White, to arrest the wanted fugitives for possessing illegal firearms. The Perrys opened fire, killing Slaughter and the citizen. The other deputy was able to escape and the Perrys were later apprehended. At their trial, witnesses testified that Fortune Perry said "Slaughter wants me, but he is not going to get me. I have got four guns here and if he crosses me, he gets what these four guns have got in them," Sheriff Ramsey supervised the hanging and is quoted as saying, "Now boys, remember the debt you owe your country," before he sprung the gallows trap.



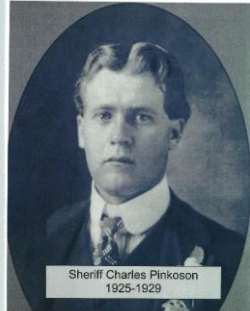
D/S Robert E. Arnow

The last recorded public execution took place in 1922, also under Sheriff Ramsey, who personally conducted the hanging of one John Bowyer. Bowyer was tried and convicted for the murder of Alachua County Deputy Sheriff Robert E. Arnow. Deputy Arnow had tried to arrest Bowyer for carrying a concealed weapon, but instead of surrendering, Bowyer fired five shots into the deputy who later died of his injuries. Witnesses said Sheriff Ramsey personally tied the noose around Bowyer's neck during the execution.

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Lynchings were also a common practice in Alachua County prior to 1920. So many people were hung at one place; it earned the name "Lynch Hammock." Sheriffs were generally ambivalent about the practice of lynching. Grand juries would not indict even if arrests were made. At one mass lynching in 1916, deputies took off their stars and attended the hangings with a deputy even tying the hanging rope. However, not all Sheriffs turned a blind eye. Sheriff Fennell did try to fight off an armed mob that attacked the jail in 1891. Unfortunately, his efforts failed and one white and one black prisoner were taken out and lynched.

### **Sheriff Charles Pinkoson 1925-1929**



Charles Pinkoson was born August 25, 1875. He spent his entire adult life in law enforcement, starting at the age of nineteen in the Gainesville Police Department. By 1900, he was Chief of the Gainesville Police Department before leaving in 1907 to work briefly with the Atlantic Coastline Railroad police. Although he returned for a short time to GPD, he left again for the railroad, this time to work as a private investigator for four years. He was elected Alachua County Sheriff in 1924 and served one four year term, from 1925-1929. The election was the closest in Alachua County history. He won over incumbent Perry Ramsey by a mere 60 votes. However, when he ran for re-election, he was defeated by his successor,

Robert Wells. He tried his hand at farming after his stint as sheriff, but in his heart, he was a law enforcement officer so he returned to the Gainesville Police Department as their chief before retiring two years later. He passed away suddenly in November of 1937.

During his tenure as Alachua County Sheriff, he created the Highway and Traffic Motorcycle Division. He is quoted as saying "A deputy who acts as a speed cop can't make a living if he does the right thing by the public; and if does make a living he would be bound to impose on the public. What we want is men who will please the people of the county and the governor of the State, and yet see that the laws are obeyed." Unfortunately, the Highway and Traffic Motorcycle Division was quickly disbanded due to complaints of overzealous patrol on the part of Pinkoson's deputies, who in the mid-twenties were still working on a commission basis.

### **Sheriff Robert "Bob" J. Wells 1929-1933 (no photo available)**

Sheriff Robert "Bob" J. Wells came to office in 1929 for one term. Prior to choosing a career in law enforcement, Wells was a railway conductor. He joined the Alachua County Sheriff's Office in 1912 as a deputy sheriff under Sheriff Perry Ramsey and stayed until 1920 when he left for the Gainesville Police Department. When he ran for office, he was up against incumbent Sheriff Charles Pinkoson and also against former Sheriff Perry Ramsey. Wells served one term before being defeated by Perry Ramsey's son, J.P. Ramsey. After his defeat, he served as a City Commissioner and Chief of Police for the City of Alachua. He did work as a deputy under later sheriffs, although almost exclusively in his own community of Alachua. He died on April 2, 1962, at the age of 71.

During Sheriff Wells' tenure in office, he tried to restart Sheriff Pinkoson's Highway and Traffic Division, but it was quickly dissolved by the county commission due to public outrage. However, Sheriff Wells had plenty of other fish to fry, literally. During Sheriff Wells' tenure, Game and Fish laws came into being and required enforcement. Ironically, Wells had his own brush with wildlife enforcement laws. He was arrested for unlawfully possessing a doe deer while he was hunting near Palatka.

Prohibition began during Wells' tenure and he sent his deputies out in an undercover capacity to infiltrate the moonshine stills before obtaining warrants to shut them down before moonshine could be widely

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distributed. Sheriff Wells and his men also caught liquor that was being transported through the county on its way to crime syndicates up north. On one such occasion, Sheriff Wells stopped a vehicle travelling through on its way to Chicago, Illinois, carrying 69 cases of illegal liquor. Another incident occurred in March 1932, when Wells and his men, along with federal and state agents, seized 1,875 gallons of mash from a pair of men in Cross Creek. The men were arrested and arraigned in federal court.

In Sheriff Wells' time, when enough moonshine was seized, the liquor was publicly destroyed. The bottles were broken on the back of a truck where the liquor would run onto the ground and down the drain at the corner of S.E. 1<sup>st</sup> Street and University Avenue.

This was also the beginning of the Great Depression. Other crimes included embezzlement, indecent exposure, forgery, DUI, arson, reckless driving, profanity and perjury. In his first year alone, Sheriff Wells handled 675 cases.

Sheriff Wells was ambitious to move into the twentieth century world of available new technology for crime-solving. "To catch modern criminals, you have to use modern methods." Wells developed the card file index or master name index, in which records of all known criminals were kept. Wells also hired an outside fingerprint expert and a criminologist, Dr. R.A. Berga. Sheriff Wells relied upon Dr. Berga to head up nearly every major criminal investigation during his tenure. One such case was the murders of two members of a gang of robbers. The victims had been burned nearly beyond all recognition. Berga's initial investigation revealed one of the men had been shot in the head prior to being burned. He determined that the deceased pair was J.P. Dixon and W.B. Quinn. Berga continued his investigation and eventually concluded that J.P. Dixon was none other than the notorious gangster Walter Tracey, who had escaped from Raiford Prison the prior year.

Sheriff Wells made an arrangement with the University of Florida's WRUF radio station to make daily radio broadcasts in which descriptions of wanted criminals would be given out – similar to today's Most Wanted broadcasts. Station announcers Red Barber and Garland Powell read the Sheriff's Office broadcasts up to three times a day. Sheriff Wells stated "I believe that in this way we can get closer together in the apprehension of criminals and believe also that this would have a tendency to reduce crime." Wells used radio not only to get messages out and announcements in, but to receive news from Georgia and from other parts of Florida. He considered radio to be far more effective than the use of mail circulars and flyers at reducing and solving crime.

### **Sheriff J.P. Ramsey 1933-1945**

Sheriff J.P. Ramsey was the son of Sheriff Perry G. Ramsey. He did not immediately fall into his father's footsteps as a lawman; instead he was a farmer and cattle rancher before deciding to run for sheriff. Ramsey was twice re-elected and led the Sheriff's Office during the majority of World War II. He was the vice-president of the Florida Sheriffs' Association. As an interesting note, according to U.F. History Professor Joseph Spillane, Sheriff Ramsey was also the unnamed sheriff in Marjorie Kinnan Rawlings' novel *Cross Creek*, though she did not portray Ramsey completely favorably. Sheriff Ramsey passed away on February 19, 1972 as the result of injuries suffered from a beating sustained when he confronted two trespassers on his property. Ramsey was married with one son.

When Sheriff J.P. Ramsey came to office after the Depression, his first mission was to reduce the Alachua County Sheriff's Office budget. He cut approximately \$5,000 by eliminating positions, bringing the full-time sworn staff down to three. With his two deputies and one patrol officer, he set about vigorous prosecution of the local liquor laws. Although national Prohibition was over by the time Ramsey came to office, Alachua County was still considered "dry" until 1963. That did not stop the county from being home to a healthy trade in illegal moonshine. In his first four years of office, Ramsey destroyed 36 stills and sent 141 cases to court for prosecution under law.

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Another notable accomplishment during his long tenure in the agency was to make arrangements for the purchase of radio receiving sets to be installed in all of the cars. In 1941, at a cost of \$7,500, all of the fleet cars had Motorola radios installed in them. A 150 ft tower was then erected at the county jail. Unfortunately, the signal was unable to connect to the furthest reaches of the county. Ramsey also tried to revive the road patrol, but he had no better success than his predecessor.

### **Sheriff Fred Hollomon 1945-1949**

Fred Holloman was born in Chipley, Florida, on December 8, 1886. Prior to his career in law enforcement, he was a machinist and a foreman for the railroad. During World War I, he served in France in the Army Corps of Engineers, Company C 49<sup>th</sup> Engineers and rose to the rank of First Lieutenant. When he returned from the war, he joined the Alachua County Sheriff's Office and became the Chief Deputy for Sheriff J.P. Ramsey in 1933. He also served as a road patrolman when the county commission's road patrol was disbanded in 1934.

Holloman ran against and defeated Sheriff J.P. Ramsey in 1944. He served one term, from 1945-1949. His Chief Deputy was Frank Sexton, a deputy that served with him under Sheriff J.P. Ramsey. At the end of his first term, Sheriff Hollomon declined to run for a second so that Sexton could run for sheriff.

Sheriff Fred Hollomon died on June 23, 1973, of unknown causes at the V.A. hospital here in Gainesville.



### **Sheriff Frank M. Sexton 1949-1955**

Frank Sexton was born in Jamesville, North Carolina on July 24, 1895. He was the beginning of a new breed of higher educated sheriffs. A graduate of Campbell College, he worked at a bank prior to serving in the military overseas during World War I. He came to Gainesville in 1921 to manage a grocery store. He did not join the Alachua County Sheriff's Office until 1933 when he was hired by Sheriff J.P. Ramsey in 1933. He was promoted to Chief Deputy in 1934, but left to join the Navy as a shore patrolman in 1945 during World War II. After World

War II, he returned to work at the Alachua County Sheriff's Office under Sheriff Hollomon and then was elected Sheriff himself in 1948. He was re-elected in 1952, but he resigned halfway through his term due to health reasons. Sheriff Sexton sent Governor LeRoy Collins the following telegram on April 19, 1955: "Due to my health and advice from doctor, I would like to tender my resignation as sheriff of Alachua County." He was married to Belle Hardison, who passed away in 1952. Sheriff Sexton himself passed away in 1968, at the age of 72.

Sheriff Frank Sexton, acting on a campaign promise, hired the first black deputy to work at the Alachua County Sheriff's Office. Deputy Walter J. Coleman was hired in 1949, at a time when there were few black deputies anywhere in the state of Florida. After Coleman was brought on board, Sheriff Sexton also hired Cleveland "Cleve" Kendall. Coleman found resistance to his presence on the force in the beginning from both fellow employees and from citizens, but over the years, both he and Kendall earned their respect. Both were retained when Sheriff Crevasse took over the agency. Deputy Coleman later became the first African-American criminal investigator in the state of Florida in 1964. Deputies Coleman and Kendall were also instrumental in the formation of the Florida Association of Negro Deputy Sheriffs in 1952 as more law enforcement sheriffs' offices recognized the need for equality. The first meeting was held in Gainesville, largely in part due to Sheriff Sexton's open support and encouragement. Deputies Coleman and Kendall were elected Treasurer and Secretary, respectively at the meeting. Sheriff Sexton

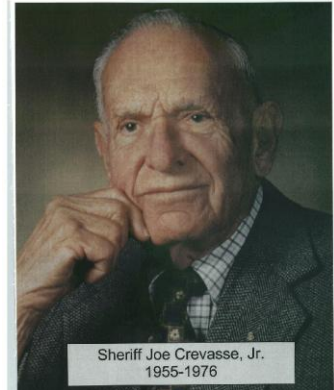


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was present, along with Chief Deputy Carl Morgan, to make certain that no one interfered with the proceedings.

### **Sheriff Joseph M. “Joe” Crevasse 1955-1976**

Joseph M. Crevasse, Jr., was born December 19, 1915, in Tampa, Florida. He earned his Bachelor of Science degree from the University of Florida in 1939. He went on to earn his Master’s degree from there as well in 1941. He left the University of Florida for Seminole country and took a position as Superintendent of Grounds at Florida State University, where he worked until 1944. At that time, he returned to the University of Florida to hold the same position here, only at U.F. the position included the title of Chief of Police. Sheriff Crevasse is married with two children, one of which is also a former ACSO employee –Captain J.M. “Buddy” Crevasse. Blessedly, as of this printing, Sheriff Joe is still with us.



Sheriff Joe Crevasse was appointed by Governor LeRoy Collins to fill Sheriff Sexton’s remaining time in office in 1955. He was then re-elected five times before retiring in 1976. During his tenure, he focused on building the agency from a small backwoods department into a professional organization. Crevasse’s tenure represented a distinct change in ACSO’s business outlook. Alachua County’s population was growing exponentially. This meant more people to look after and protect. Sheriff Crevasse also expected the best from his own employees. Consequently, he cleaned house in his own agency of 20-25 people first and within a month of his election to the office, most of the existing deputies, including Chief Deputy Carl Morgan, were fired. Lu Hindery survived the cut and became Crevasse’s Chief Deputy.

At this time, the Alachua County Sheriff’s Office was also taken completely off of the fee system thanks to State Representative Ralph Turlington. Turlington introduced a bill that would make the sheriff’s office budget part of the county’s normal expenditures and not based on fees as it had been before. For example, each arrest earned the Alachua County Sheriff’s Office \$7.50 and each prisoner in the jail earned the Sheriff’s Office another \$1.50. Every bit of mileage was accounted for and every day the bailiff was in court guarding the judge was accounted for and all of these things were tallied and billed to the county commission in the form of fees for services rendered. That was how the sheriff’s office earned money. Turlington’s bill took that cumbersome system away and put in place the current budget process.



Sheriff Crevasse took a dim view of moonshine and crime in general. “We want a cleaner, safer county to live in. We hope to make it that way.” Shortly after his election, Sheriff Crevasse declared war on the moonshiners in Alachua County. However, the war was not easily won, as illicit moonshining was well-entrenched and profitable. Captain Buddy Crevasse recalled in a recent interview that his father’s men fought the moonshiners for nearly ten years, but the Sheriff was determined to win. As a result, the largest single haul of moonshine in Alachua’s history happened on his watch and put a large dent in illegal liquor operations in Waldo, the county’s

“Moonshine Junction.” Deputies from Alachua, Union and Bradford, along with State Beverage Department officials seized 40 five-gallon jugs of “top-grade white lightning.” Illegal moonshine operations did become less frequent after that, but it was all a moot point by 1963, when the county voters repealed their “prohibition” on spirits.

Captain Buddy Crevasse also recalled that his father’s office faced a second crime problem nearly as bad

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as moonshine – bolita. Bolita is a type of lottery game from Cuba where 100 small numbered balls are placed into a bag and mixed up. Bets are taken in advance, in ticket form, on which number will be drawn on Saturday night. On Sunday, people would start trying to collect their money on those bets, and trouble would ensue. The game was illegal in Florida, though it was common in Tampa in the Ybor City area. “As much time was spent trying to catch bolita operators as fighting drugs,” Captain Crevasse remarked.

Sheriff Crevasse continued the practice originally begun by Sheriff Wells of daily radio broadcasts. This was the message [edited] for April 26, 1960:

*Good afternoon everybody. Sorry I was not able to be present for the broadcast yesterday, but there are times when I cannot be around, and Mr. Bejano will carry the program on during those times.*

*Two of our investigators working around the clock, solved the case that involved the eight block area in the Northwest section of Gainesville that included the breaking and entering of two houses and the attempted breaking and entering of four other houses. In these cases, the residents woke up or someone scared him off and the siphoning of gas from the automobiles parked in this area. The 17 year-old white male admitted to all the thefts, and attempted thefts in a statement to our personnel said that he had previously served time in a juvenile home.*

*We have been swamped with calls from this particular area and as a result, two assigned investigators moved into the area and remained there until the arrest of the young man. It is always important for you to call in and report any violation of the law such as the above or any suspicious act, as these tie together and help make a better case.*

*A monkey loose in the city, possibly escaped from the circus, is still in a tall pine tree in the garden of a local resident. So if he should move on to other gardens, don't be alarmed, just call us.*

*A drunk and completely passed out ... female was found in the middle of the N.W. 13th and 6th Street last night around midnight. This is just another reason why you should keep your eyes on the road at all times, particularly at night. About once a month we find someone out in the middle of some road, passed out cold.*

*Latest figures show that at least four persons are killed on the highways of Florida every day. We have been above average in our driving here in Alachua County lately—so let's keep it up. Jail Count—51 adults, 5 juveniles, 0 insanity patients.*

### Departmental Regulations Manual (Circa 1961-1964)

An operations manual was developed during the early 1960's. Only three copies were available for review by employees, who were expected to keep themselves up-to-date and informed “about the instructions contained herein.” One was kept in the Radio room, one in the Identification room, and the other in the Office of the Sheriff. The following are excerpts:

#### Abandoned or Derelict Automobiles

Whenever the Sheriff's office is called upon to remove or take possession of an abandoned or derelict automobile (not involving civil process, stolen cars, and moonshine cars), Mr. Harry M. Adkisson should be notified promptly. Henceforth, he will pick up, store, and dispose of all such vehicles, according to the law. Mr. Adkisson is not to be called during the night unless a vehicle constitutes a hazard on the highway.



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## Appearance of Employees

1. There is nothing which enhances a man's appearance more than a haircut, and certainly nothing makes him look more seedy than to need one. Most departments in larger cities require a haircut every ten days. While it does not seem necessary to dictate how often you should have a haircut, you are often reminded that you are under constant observation by the public, and this item is important.
2. Shoes must be shined when you come on duty, not later by trusties.
3. A clean, freshly pressed shirt must be worn each day, and trousers must be changed at any time they begin to lose their crease. Here again the matter is left to your good judgment, with the hope that daily inspections will not become necessary.

## Complaints

All complaints coming into the Sheriff's Office will be answered by dispatching a deputy or investigator within fifteen minutes from the receipt of the call. If it is not possible to dispatch a man, then it is the responsibility of the operator to contact the Sheriff, the Chief Deputy, or the Head of the Uniformed Patrol, relative to calling out additional manpower. Calls from colored residents are not necessarily answered only by the colored deputies. It is the policy of this office to dispatch a colored deputy if one is available. However if one is not available, the call will be answered by any deputy or investigator on duty or available.

## Meals

Deputies on duty are expected to eat their noon and evening meals at the county jail. Breakfast is not provided for any employees. Deputies on the 11 p.m. to 7 a.m. shift may make sandwiches in the kitchen, but may not prepare any cooked food.

## News Releases

Several employees in this department, in addition to their work here, have outside interests which employ persons in no way connected with the Sheriff's Office. In the future, at any time such individuals become involved in any disturbance which results in their arrest, the arrest sheet is not to show them as being employed by anyone connected with this office. You are to show them as "Unemployed" or "Place of employment unknown." This will aid in preventing the radio stations and newspapers from making quite a joke of such occurrences.

## Patrol

### East Side Deputy

1. Patrol and park in strategic areas along 39<sup>th</sup> Avenue, from Waldo Road to State Road 26, to detect drag racers, and willful and wanton reckless driving.
2. Patrol and park in strategic areas along State Road 26, from city limits to intersection of 39<sup>th</sup> Avenue, and particularly the intersection with Lake Road.
3. Patrol and park in strategic areas along State Road 20 from city limits to intersection with Rochelle and Windsor crossing. Area to be patrolled particularly on weekends, and definitely on Sunday afternoons.
4. Kincaid Road, between city limits, for drag racers, and willful and wanton reckless driving.

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5. Patrol and park in strategic areas, in the LaCrosse and the Santa Fe areas, particularly on Saturday afternoons, and on Sunday mornings.

### West Side Deputy

1. Patrol and park in strategic areas along 39<sup>th</sup> Avenue, from city limits west, for dust control. More interested in being seen and warning motorists than in arrests.
2. Patrol and park along State Road 26 west to Four O'clock Church, to watch for drag racers and willful and wanton reckless driving.
3. Park at intersection of State Roads 331 and 441, for moving violations at intersection. No parking at service stations.
4. Patrol and park in strategic areas along State Road 331 to intersection of County Road S.W. 18 (Wacahoota Road).
5. Patrol Rocky Point Road, Millhopper Road, and Glen Springs Road. Parking along these roads is not desirable at this time.

### **Mobile Crime Lab**

In 1968, Sheriff Crevasse purchased a Ford van to utilize as a mobile crime lab. Sheriff Crevasse noted that "we are sticklers for using the best available equipment and techniques. It costs money, but people are entitled to have serious crimes solved.

The crime lab was run by Deputy C.E. Sidaway, Chief Criminologist & Skeleton artist. Sidaway was responsible for all of the photography, latent print and sketch work for the ACSO. Basically, he was a one man Forensics Unit. While with the ACSO, Deputy Sidaway leased an "Identikit" in 1969. This kit contained a set of transparent images of various combinations of facial features which could be arranged in different way to create composite portraits of suspects.



### **Juveniles**

Sheriff Crevasse believed strongly that law enforcement should play a role in preventing at-risk youth from ending up as a jail statistic. He was firm supporter of the Florida Sheriffs' Youth Ranches, the first of which was established in 1957. Here in Alachua County, Sheriff Crevasse recognized that juvenile crime was a growing problem and he created the Juvenile Control Division in 1963, headed by Deputy Sheriff William E. Whitney. Deputy Whitney was responsible for supervising the Junior Deputy Sheriff League. He is quoted as saying "we're trying to give the boys a respect for and understanding of law enforcement and instill good habits of citizenship in them."

The juvenile division stayed small until 1969, when federal funds were added to combat juvenile delinquency before it could start. The idea was to target youth where they gathered and identify those at risk for delinquency and meet with those children and their parents, thereby heading off crime before it could get started. Sheriff Crevasse hired a female deputy and an African-American deputy for the juvenile division, the former to work with teen-age girls and the latter to work with the youths who at the time comprised over half of all the ACSO's juvenile cases.

### **Major Re-organization**

The juvenile unit was not the only thing that got up-graded in 1969. Sheriff Crevasse divided the ACSO into three major divisions: Uniform Patrol Division, Criminal Investigation Division and the

## History of the Alachua County Sheriff's Office

Administration and Service Division. This last division was a new one and contained Planning & Research, the Jail, Animal Control, Records, Communications, Property, Civil, Juvenile Control, and Community Relations.

### **Equal Rights**

While women had been working diligently at the Sheriff's Office in clerical capacities for some time, the mean streets of law enforcement still belonged to the men in uniform. Sheriff Crevasse started the gradual change to an equalized work force. A *Gainesville Sun* article lists Lydie Whiting Blocker as Alachua County's first uniformed woman deputy. Blocker was also a graduate of Stetson College and a veteran of World War II where she served in the Signal Corp as a communications specialist. Other recollections have named Novella Price as being the very first. We know that by the mid-1970s, ACSO was slowly moving towards a more level gender playing field. Hired in 1975, Julie Nelson was the second uniformed female deputy. In 1980, Deputy Carol Walker became the first woman to be promoted to Sergeant. Deputy Della Shealy was the first woman at the Sheriff's Office to be promoted to Lieutenant and then to Captain.

### **Vice Squad**

By 1970's, the Alachua County Sheriff's Office partnered with the county's other law enforcement agencies and formed a vice squad, targeting and executing raids, gathering intelligence and working with Federal agencies. With funding secured through the Law Enforcement Assistance Administration, a former United States federal agency under the auspices of the Department of Justice that administered funding to criminal justice agencies, ASO's Deputy Ron Stanley headed up the Region II Drug Squad.

The Vice Squad was a successful endeavor and made over 1,500 arrests in three years with nearly 60% of those being in Gainesville proper. Through a series of small raids, the group was able to meet their goal of slowing the regional drug trade. The squad stayed in existence, though restructured many times, through the late 1990's, when the county's focus was shifted to street-level drug and vice operations.

### **S.W.A.T.**

The Special Weapons and Tactics (S.W.A.T.) team was created in 1973 as part of the Special Services Unit. Then as now, the S.W.A.T. team was designed to handle major crime incidents, and bomb threats, barricaded subjects and other dangerous situations requiring specially trained and outfitted deputies. In the early days, S.W.A.T. also got called for the less glorious missions such as dealing with drunk and reckless drivers. The original five S.W.A.T. team members were Deputies Hershal Meizus, Marvin Rose, John P. Jones and Robert Markham, commanded by Sergeant Jerry Hansen.

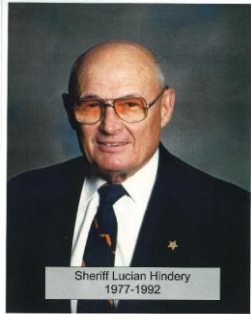
### **Patrol Innovations**

Up until 1972, patrol cars were driven continuously 24 hours-a-day, seven days-a-week by each shift, without a break. This created no end of maintenance difficulties. This changed under Sheriff Crevasse who added enough cars to the fleet for each deputy to have an assigned vehicle. This allowed the patrol deputies to begin taking their vehicles home, adding to the visibility of deputies in their neighborhoods and elsewhere in the community. Also in 1973, the agency was able to obtain its very first radar speed detection devices on a trial basis.

The 1970's also saw a unique challenge for Sheriff Crevasse and his Chief Deputy and successor, Lu Hindery, to face—protest riots. The Vietnam War was going on and the University of Florida, like many other colleges and educational institutions around the nation, was a hotbed of student unrest. This left

## History of the Alachua County Sheriff's Office

deputies, city police officers and highway patrol troopers, standing in for National Guard troops, in an attempt to quell the uprisings. Although the student unrest and violence was directed toward the University of Florida's administration, not the ACSO, deputies got the brunt of it anyway. According to former Captain Buddy Crevasse, "we were the peacekeepers... We just happened to be there to deal with it."



### Sheriff Lucian J. "Lu" Hindery 1976-1992

Lucian J. "Lu" Hindery was born in Deland, Florida, on January 7, 1924. He served in World War II in the U.S. Army Infantry before attending the University of Florida to earn his Bachelor of Science degree in Business Administration, on the G.I. bill. While still attending college, he started working part-time for the Alachua County Sheriff's Office under Sheriff Fred Hollomon, as a jailer. He returned to military service during the Korean War, where he was a military policeman in the Army. When he was discharged he attended law school for one year before leaving to come to work for ACSO full-time. He became Sheriff Crevasse's Chief Deputy in 1955. While serving under Sheriff Crevasse, Hindery was the first from the Alachua County Sheriff's Office to attend the FBI National Academy. Sheriff Lu Hindery was elected to the office in 1976, and was re-elected for three more terms. Hindery was an active politician. During his tenure, he served as the State Democratic Executive Committeemen from Alachua County. He continued Sheriff Crevasse's tradition of support for the Florida Sheriffs' Youth Rancher, becoming a member of the Youth Ranches Governing Board.

In many ways, Hindery exemplified the last of an era for the ACSO. He was a tie to the days when deputies still hunted for moonshiners and yet, he was known for another side as well. Commissioner Kate Barnes said when she originally met Sheriff Hindery, she considered him to be a real Southern law enforcement officer. She was quoted by the *Gainesville Sun* in an October 31, 1992, article as saying "The last thing I expected was to find he was an art and ballet buff... He's truly a Renaissance man."

While the county was not happy with the price tag, Sheriff Hindery's grand accomplishment was the addition of a Computer Aided Dispatch program. He pushed hard throughout his tenure in office for consolidation of dispatching services, but he was resisted by a stubborn city commission. Sheriff Hindery was also pro-unification of law enforcement. He thought the needs of the citizens would be best served if the Alachua County Sheriff's Office and the Gainesville Police Department merged into one entity. That argument is still going on to this day and is no closer to being resolved.

Sheriff Hindery was also unfortunate in that he was the presiding Sheriff over two of Gainesville's most notorious tragic cases—Tiffany Sessions and the Gainesville Student Murders.

### Tiffany Sessions



On February 9, 1989, Tiffany Sessions, a junior in UF's economics program left her Casablanca apartment after telling her roommate she was going for a jog. She never



## History of the Alachua County Sheriff's Office

returned. Her case remains unsolved to this day.

The Alachua County Sheriff's Office Cold Case Unit is diligently working on this case, among others, and hopes to have answers for her family. New technology that was not available to searchers twenty years ago, such as ground penetrating sonar that has been added to the investigators' repertoire. Age progression software for computers produced this photo of what Tiffany might look like if she is still alive today.

### The Gainesville Student Murders



The Gainesville Student Murders represents one of the darkest chapters in Gainesville's history and was perhaps one of the most sensational cases in ACSO's long history. Tragically, it also took the life of one of our own employees, a young records clerk named Christa Leigh Hoyt. The nightmare began on August 26, 1990, when the bodies of Sonya Larson and Christina Powell were located by the Gainesville Police Department. Christa

was located that night because she was late for work for her midnight shift in the Records Bureau. Deputies Keith O'Hara and Gail Barber were sent to do a well-being check and made the fateful discovery that night. Sergeant Baxter and Lieutenant Nobles arrived soon after, followed by Gainesville Police Department's Chief Wayland Clifton. On Tuesday, August 28, 1990, the final two bodies were found. Manny Taboada and Tracy Paules were childhood friends who thought Tracy would be safer rooming with Manny, a 6'3" athlete who weighed over 200 pounds. Sadly, they were wrong. While evidence suggests Taboada fought hard for his life, the killer was not to be deterred. The pair ended their lives the way they had spent them – together.

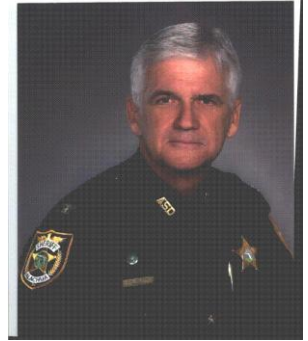
The case was ultimately solved with the arrest of a homeless drifter from Louisiana, one Daniel Harold Rolling. He was convicted for all five murders and sentenced to death. The execution was carried out Wednesday, October 25, 2006. Rolling offered no apologies for the lives he took, instead singing gospel songs, before the lethal injections took his life at 6:13 p.m.

## History of the Alachua County Sheriff's Office

Incidentally, the Public Information Officer from the Gainesville Police Department who worked tirelessly with the families and the media during those trying hours, days and weeks in 1990, now wears the badge of Sheriff at the agency Christa Hoyt once called home.

### **Sheriff Stephen M. Oelrich 1992– 2006**

Sheriff Stephen M. Oelrich was born in Pensacola, Florida, on September 29, 1945. He was educated in the public school system in Brandon, Florida before obtaining an A.A. in Police Administration from St. Petersburg Junior College, and a B.S. in Criminology with a certificate in law enforcement from Florida State University. He also attended Pinellas County Police Academy, Florida Department of Law Enforcement (FDLE) Special Agent's School, FDLE Homicide Investigation School, National Sheriffs' Institute, The 29th Session of the FBI National Academy Executive Development Program and the FDLE Chief Executive Institute. Prior to his election in 1992, he was employed by the St. Petersburg Police Department and as a Special Agent with FDLE.



### **NSA Gift of Life Foundation**



On Father's Day, 1995, his son, Nick Oelrich, was fatally injured in a fall from a balcony on a trip to Cancun, Mexico. The Oelrich family donated Nick's organs and as a result was able to contribute to saving or enriching the lives of over 100 people. As a result, Sheriff Oelrich became deeply involved in organ and tissue donation and the "Gift of Life" defined his tenure perhaps more than anything else. He established the Nick Oelrich Foundation and Gift of Life Golf Classic to raise money for organ and tissue donation awareness. On May 27, 2004, Governor Jeb Bush signed SB 530, the Nick Oelrich Gift

of Life Act, preventing the modification of a donor's wishes after death and authorizing specified persons to furnish a donor's medical records upon request.

### **Early Accomplishments**

Sheriff Oelrich's 14 year command at the Alachua County Sheriff's Office was filled with many accomplishments that brought the agency into the modern world of crime fighting. One of the things he did was to bring a grant writer onboard in the search for available monies that could be used to upgrade many of the agencies outdated systems. By the end of FY 98, the influx of grant monies totaled nearly \$2.5 million dollars. With it, he was able to completely upgrade the agency's computer systems, add a computerized "paperless" warrants management program, start the agency's website and Starlink bulletin board, implement community-based substations and expand the K-9 unit with the purchase of an explosives detecting K-9.

Sheriff Oelrich was also instrumental in the formation and organization of a statewide Hostage



# History of the Alachua County Sheriff's Office

Negotiators Association and he participated locally in the implementation of “Partnerships for a Productive Community” FOCUS groups.

## North Central Florida’s Most Wanted

Sheriff Oelrich expounded upon the idea of his predecessors using the media to catch criminals. The Most Wanted program took the program a little further by using the television instead of the radio. By partnering with WCJB TV 20 and Crime Stoppers to run a weekly broadcast showing the fugitives’ faces as well as their crimes, and with the local papers as well, the Most Wanted program was, and is today, highly successful at removing criminals from the streets.

## Job Development

Sheriff Oelrich was interested in attracting and retaining quality leadership in the agency. To that end, he instituted a career development program for deputy sheriff employees, along with a new performance appraisal system to fairly evaluate employees for advancement. A professional job task analysis was performed for lieutenants and sergeants in order to come up with a competitive promotional testing process for them.

## COMSTAT

A COMSTAT Enforcement Management Program was initiated under Sheriff Oelrich. COMSTAT unites all components for data sharing, problem advisement, solution suggestions and activity results. Alachua County Sheriff’s Office COMSTAT’s program is molded after the program in use by the New York City Police Department and which was also in use at the current time by the New Orleans P.D. and by the Orange County Sheriff’s Office.

## Joint Aviation Unit

The Joint Aviation Unit was created in the early 1990’s under Sheriff Oelrich’s tenure. Later, they added infrared capabilities. Infrared allows for better search and rescue capabilities in looking for missing persons and fugitives. Infrared is also useful in combating fires, in flood control, and in assessing tornado and other storm or disaster damage.



## Acquisition of Jail, New Administration Building and the Combined Communications Center



In January of 1998, Sheriff Oelrich took back the operation of the jail from the county commission. The employees then became Alachua County Sheriff’s Office employees, nearly doubling the size of the agency. The jail was renamed the Alachua County Sheriff’s Office Department of the Jail.



An old Winn Dixie building on Hawthorne Road, originally purchased by the county in 1996, became the new home for the Alachua County Sheriff’s Office. The refurbished building was a giant step up from the employees’ old home, the run down abandoned jail at 913 NW 5<sup>th</sup> Street that was considered, according to *The Independent* newspaper, “too filthy” and “too rundown” for prisoners and was left to Sheriff’s Office employees—the “step-children” in late 1976. Employees moved in to their new home in

# History of the Alachua County Sheriff's Office

May of 1999.



The Combined Communication Center, a new facility adjacent to the Main Administration Building on Hawthorne Road, opened on November 14, 2000. The CCC merged the staff of two separate communications centers into one single combined operation under the auspices of the Alachua County Sheriff's Office. The CCC was designed specifically to function as a Public Safety Communications Center. The building also houses the Alachua County Emergency Operations Center.

## Accreditation

One of the more arguably important achievements of Sheriff Oelrich's time in office is his pursuit of accreditation for the agency. Accreditation is a coveted award that symbolizes professionalism, excellence, and competence. Furthermore, its accreditation represents that a standard of care and service has been reached that is comparable to the best agencies in the state and nation. Reaching accreditation standards, which are set by the experts in public safety, says that the Alachua County Sheriff's Office is among the best, is worthy of the public trust placed in its deputies, telecommunicators and detention officers—indeed in all of its employees. Under Sheriff Oelrich, The Alachua County Sheriff's Office achieved accreditation with three major accrediting bodies:

### 1. The Commission for Florida Law Enforcement Accreditation (CFA)



This accreditation allows a law enforcement agency to gain professional excellence, community and governmental support, as well as employee confidence in the direction and future of the agency. It also ensures pro-active management systems and contributes to the reduction of liability during litigation and with insurance costs. Peripherally, it aids coordination with neighboring law enforcement agencies, as well as with other segments of the criminal justice community and provides access to the latest state-of-the-art law enforcement practices. It also increases citizen and employee confidence in the goals, objectives, policies, and practices of the agency. The Alachua County Sheriff's Office achieved initial accreditation with the CFA on February 17, 1997.

2. The overall purpose of the FCAC is to improve the delivery of correctional services. All aspects of Correctional operations are addressed through the standards, including Admission, Classification, Housing, Sanitation, Food Service, Personnel Issues, Fiscal Activities, Security, Training, and Medical. Benefits of accreditation include: improved management, strengthens the facilities against lawsuits and complaints, increased accountability, enhanced public credibility for administrative and line staff, a safer and more humane environment for personnel and inmates, potential reduction in liability through adoption of sound operating practices, demonstration of a "good faith" effort to improve conditions of confinement, establishment of measureable criteria for upgrading programs, personnel, and physical plant. The Alachua County Sheriff's Office initial accreditation with the Florida Corrections Accreditation Commission was achieved on October 26, 1999.



3. The Alachua County Combined Communications Center became one of the first two Public Safety Communications Centers in



## History of the Alachua County Sheriff's Office

Florida to achieve accredited status. Alachua County and Polk County were the first two Florida Communications Centers to become accredited, receiving the award on the same date in March, 2002.

In March 2008, under Sheriff Sadie Darnell, the Alachua County Combined Communications Center achieved Flagship status during the reaccreditation process. The Flagship agency program was introduced by CALEA in 2004 to provide best of the best examples for other agencies to follow. Alachua County was chosen as one of only twelve since the program's inception.



### **Interim Sheriff Dale Wise - 2006**

When Sheriff Oelrich left office to run for the Florida State Senate with more than two years left in his term, it left a hole in the office of Sheriff that required the Governor of Florida to fill. Wakulla Sheriff's Office Major Dale Wise was appointed as Interim Sheriff while a special election was held to fill the last two years of Sheriff Oelrich's term. Sheriff Wise graciously accepted the appointment and while no immediate crises were waiting for him to resolve, he was well-liked

by the troops and missed when he returned to Wakulla County.

### **Sheriff Sadie Darnell—2006 to Present**

Sheriff Sadie Darnell was sworn in as the first female Sheriff of Alachua County on November 14, 2006. She was re-elected to a second term in November 2008. She was born in Gainesville on December 23, 1951, and educated in the public school system before going on to receive an Associates degree from Santa Fe Community College, a Bachelor's Degree in Psychology and a Master's Degree in Educational Leadership both from the University of Florida. Prior to running for elected office as the Sheriff, she worked for 30 years for the Gainesville Police Department, having been promoted through the ranks to Captain before retiring and ultimately returning as the agency's Community Relations Coordinator, working with special needs citizens and victims.

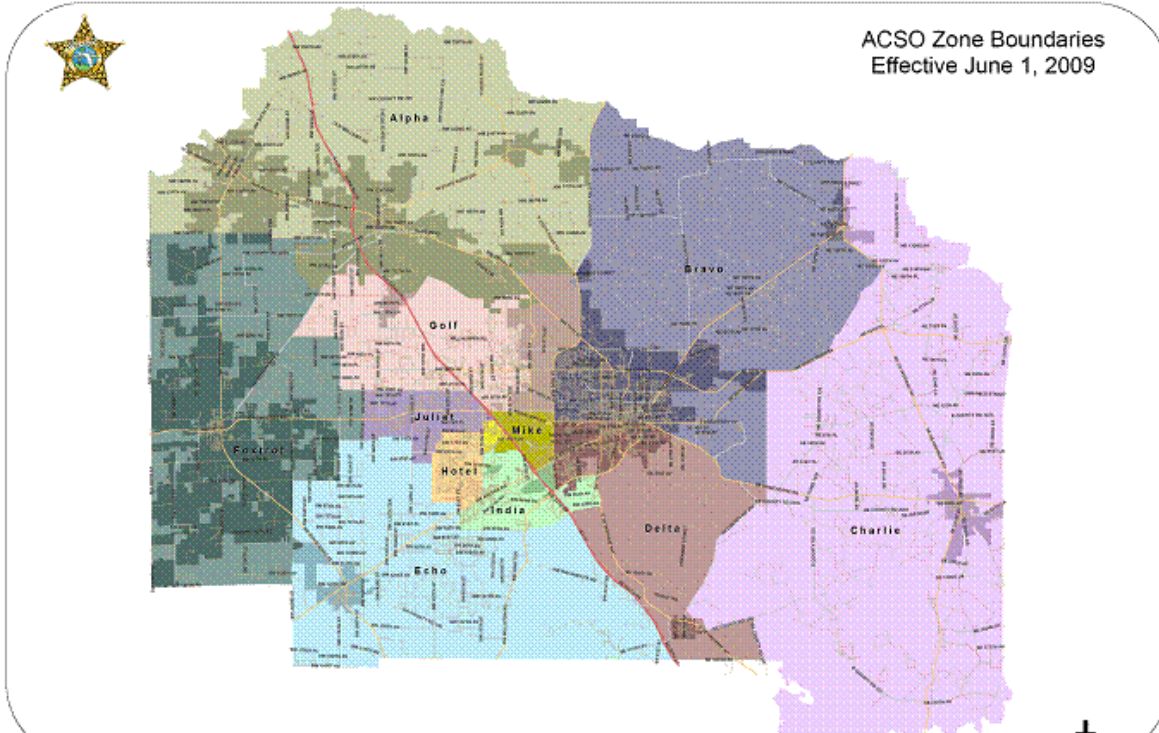


She is a graduate of the John F. Kennedy School of Government Executive Program and the 168th Session of the FBI National Academy in Quantico, Virginia. She serves on the Florida Sheriffs' Association Board of Directors and is the co-chair of the Region 3 Domestic Security Task Force law enforcement committee. Among the numerous awards she has won are the Santa Fe Community College's Woman of Distinction Award in 1999, the Alachua County Office of Victim Service Award, Florida Law Enforcement Officer of the Year in 2000, Pride Woman of the Year in 2005, and the Susan B. Anthony Award in 2005.

### **2007 Accomplishments**

- ★ A new agency Mission Statement, Goals and Objectives and a five-year Strategic Plan were created in 2007, and the Sheriff held meetings in November to discuss the agency focus and priorities for the next year to both the community and to the employees.
- ★ The agency website, [www.alachuasheriff.org](http://www.alachuasheriff.org), was revamped to be more interactive.
- ★ Implementation of a new automated reporting system with the installation of CTS Smart Cop. Patrol deputies went live with electronic reporting on laptops on November 5, 2007.
- ★ Jail expansion groundbreaking was held on September 25, 2007, and the jail lobby renovations were completed on December 2007.
- ★ The Alachua County Sheriff's Office assisted the University Police Department in implementing their





Campus Emergency Reverse 911 project in April 2007.

- ★ In December 2007, a zone realignment project was completed. For the first time in decades, a review of the call load in each zone was done, which resulted in a realignment of boundaries and the addition of a zone to more equitably distribute the call load.
- ★ A Recruitment Team was formed comprised of agency representatives from all classifications.
- ★ Incorporated new language to job vacancy announcements that reads “Minorities and protected classes encouraged to apply.”



- ★ The National Institute of Corrections recognized the Department of the Jail staff for outstanding achievement and an excellent classification system which serves as a model for jails nationally.
- ★ The Inmate Work Crew re-entry program was established in December 2007.
- ★ Expanded rural services program with one additional deputy.
- ★ Creation of Children's Alliance, with Sheriff Darnell as Chair.
- ★ Top “DUI Enforcers” were recognized at 2007 Mother's Against Drunk (MADD) conference.
- ★ Employees who volunteered to serve as agency representatives for quarterly Blood Drives, United Way Chairs, American Heart Walk, Breast Cancer Walk, and Alzheimer's Walk exceeded previous ACSO contributions in every category.
- ★ To recognize our local law enforcement members killed in the line of duty, ACSO created and is

## History of the Alachua County Sheriff's Office

selling memorial t-shirts that list the names of all local law enforcement agencies personnel who were killed in the line of duty.

- ★ Payroll deductions were established for employees who wish to contribute to the National Concerns for Police Survivors organization.

### 2008 Accomplishments

- ★ Monthly “Meet Your Sheriff” Community meetings were held from March 2008 through November 2008, at various venues throughout the county. Command staff were introduced and presented brief points about their area of responsibility. District policing was introduced, informational brochures were available and the Sheriff held a question and answer forum at these one hour plus meetings.
- ★ The Sheriff presented a “A State of the Sheriff’s Office” report at the Archer, Newberry, and Hawthorne Commission meetings in 2008, as these cities participate in the Law Enforcement Municipal Services Taxing Unit (MSTU). Monthly crime reports are prepared and presented to the municipalities who have joined the county’s MSTU.
- ★ A new Code of Ethics was implemented in 2008 by the Sheriff and will be administered to every current and every new hire employee during orientation and Oath of Office ceremonies.
- ★ A reorganization of law enforcement services, dividing responsibilities under two departments was effective November 9, 2008. This reorganization created the Department of Support Services and the Department of Operations and created two new Major positions. This reorganization was necessary for efficient span of control. No new full time positions were created.
- ★ Sheriff Darnell was selected to serve as Vice-Chair of the Attorney General’s Regional Gang Reduction Task Force.
- ★ The County successfully acquired the property adjacent to the Sheriff’s Office on 12/23/08 for needed parking and future expansion at the Sheriff’s Office.
- ★ On March 24, 2008, the “Four Corner’s” Mutual Aid Agreement was signed by the Sheriffs of Alachua, Clay, Bradford and Putnam Counties. This cooperative plan allows deputies and detectives from all four agencies to better communicate, and track and arrest suspects across county lines, through expanded law enforcement authority.
- ★ The Alachua County Sheriff’s Office hosted the International Bomb Team Conference April, 2008.
- ★ The Alachua County Sheriff’s Office hosted the Community Campus Safety Symposium in June, 2008. The ACSO was selected as one of three national sites to pilot a new research program sponsored by the National Sheriffs’ Association and the University Safety Resource Center. This new website to be introduced will be a “one stop shop” for educators, citizens and law enforcement on mitigation, preparedness response, recovering and training as it pertains to schools and campus security.
- ★ The Criminal Investigations Division created a “State of the County” monthly report that is shared agency wide, depicting the hot spot crime areas, focusing on trends and other areas of interest to deputies and investigators for enforcement and action plans.
- ★ A brochure on “what to do when you are stopped by law enforcement” was created to assist citizens in knowing their rights and obligations when a deputy stops them. These are posted on our Internet site and distributed through various community meetings.
- ★ 2008 was the first full year that the Sheriff’s Office had a stand alone High Intensity Drug Trafficking (HIDTA) Unit. The multi-agency Drug Task Force uses federal HIDTA funds to offset the cost of narcotics investigations. The Uniform Patrol Division participated in 9 National HIDTA Interstate Drug Interdiction Campaign details, resulting in 17 arrests made, 3 warrants executed, 68 citations written and thousands in cash and drugs seized.
- ★ The Deputy Explorer program was increased substantially through active recruitment from eight to 26 members. Billboard advertisements and recruiting at schools assisted in this increase. The Deputy Explorers participated in the state competition, winning two awards—2nd place in Crime Scene Investigations and 2nd place in Domestic Violence competitions, out of 23 other Florida Sheriff’s Offices.



## History of the Alachua County Sheriff's Office



- ★ The Warrants Bureau prepared two publications for the *Gainesville Sun* insert in 2008—a 24 page insert highlighting over 300 individuals wanted on Alachua County Warrants and an additional insert highlighting 35 individuals wanted for Domestic Violence cases.
- ★ The agency sponsored its 32nd annual Washington, DC Safety Patrol trip.
- ★ In January 2008, the Department of the Jail received new leadership who has provided ethics, guidance and an expectation of higher standards from staff, increased employee morale and reinvigorated programs.
- ★ In 2008, the Jail inmate work squads performed over 6,300 hours of work in the community for a taxpayer savings of \$83,488.02.
- ★ Forty-three inmates from the DOJ passed their GED tests in 2008, surpassing totals for 2006 and 2007 combined.
- ★ 2008 was the first full year of operation under the Community Oriented Policing philosophy and after implementing the Districting initiative with reconfigured zone alignments. This has resulted in enhanced partnerships with the community. All sworn personnel went through Community Oriented Policing training, assisted by St. Petersburg College, Regional Community Policing (RCPI) staff.
- ★ Created a full-time RAD (Rape Aggression Defense) coordinator/Deputy position and conducted dozens of FREE RAD classes to women and children in 2008.
- ★ The Teen Driver Challenge program was implemented in 2008 as a response to teen driver fatalities being the #1 killer of teen drivers. The FREE defensive driving course for teens between the ages of 15-19 is offered every other weekend to Alachua County teens.
- ★ Implemented a “Buckle Up” seat belt campaign at all county public schools by securing sponsorship to purchase seat belt signs with each school’s mascot. A Press Conference was held at Newberry High School.
- ★ Ten commanders attended and successfully graduated from the St. Leo University Law Enforcement Command School, and one Major attended and successfully graduated from the FBI National





## History of the Alachua County Sheriff's Office

Academy.

- ★ Deputies were trained in the use of new emergency trauma kits, purchased through forfeiture funds. Within 24 hours of the training, one life was saved after a severe traffic crash severed a man's leg.
- ★ At the Sheriff's direction, civilian personnel were added to the Training Bureau's monthly in-service training. Civilian staff received basic driving, community-oriented policing, blood borne pathogens and juvenile and crime scene procedures training.
- ★ The Training Bureau also provided in-service training to members of other agencies, including the University, Gainesville, Waldo, Alachua and High Springs Police Departments, Levy County Sheriff's Office and State Criminal Conflict and Civil Regional Counsel. The Office of Professional Standards provided Internal Affairs Investigation training to the Williston Police Department and the Marietta, Georgia, Police Department.
- ★ The Alachua County Sheriff's Office won First Place in the Chief's Challenge, sponsored by the Florida Police Chief's Association, winning \$12,000 worth of equipment for traffic enforcement.
- ★ The Motor Unit placed first in the State in the "Move Over Act" enforcement week, generating in excess of 600 citations in six days.
- ★ In April 2008, the ACSO SWAT Sniper Team won First Place in the annual SWAT Sniper Competition, competing against 54 other SWAT teams from around the country. They won two sniper rifles, valued at \$6,000.
- ★ The Combined Communications Center had a total of 466,260 calls for service of which over 291,000 were actual calls for emergency service in 2008.
- ★ The Human Resource Bureau completed automation of the on-line application process.
- ★ The agency participated in charitable events including March of Dimes, American Heart Association, Breast Cancer Walk, Thanksgiving Food Drive, United Way and the Holiday Gift and Sheriff's Youth Ranch Boy's party.



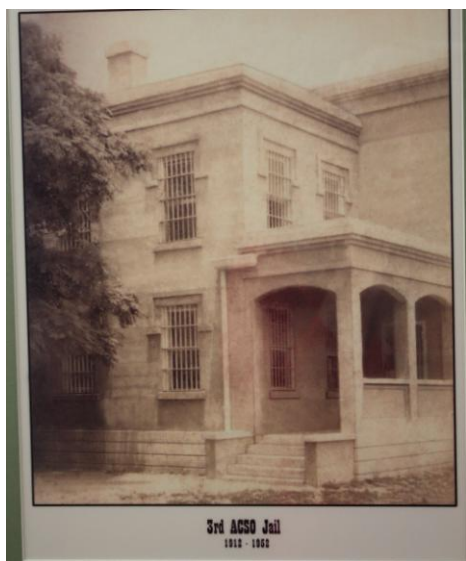
## Department of the Jail - History

The current jail in use by Alachua County is an expansion of the fifth incarnation of the Alachua County Jail. The **first jail** existed from 1858 through sometime in the 1870's. The first jail was ordered built during the tenure of Sheriff S.W. Burnett and was created out of double walls of ten-inch logs. It also had a floor of flint rock covered with sealed two-inch planks. Interestingly, the building also had a second floor.



## History of the Alachua County Sheriff's Office

The **second jail**, known as the “Hotel de Ramsey” for Sheriff Perry Ramsey existed after the demise of the first jail in the 1870’s. The jailer from 1904 through 1945 was Warren McRae Torlay, Sr. He was from Melrose, Florida and he suffered from a limp left over from a childhood paralysis. As the jailer, Torlay was solely responsible for running the jail and served every role from director to detention officer. His wife was responsible for the meals served to the prisoners housed in the jails. Unfortunately, security was poor due to the dilapidated nature of the construction and Torlay had his hands full dealing with escape attempts over the years. During one such attempt, Torlay was shot in the head and back. Two brothers-in-law who had been jailed on forgery charges were smuggled a firearm by one man’s wife. When Torlay entered the cell room, they shot him and escaped. However, Torlay quickly recovered and



Sheriff Ramsey recaptured the fugitives and restored them to the jail. On another occasion, Torlay was locked in one of his own cells by an escaping inmate and had to wait for Sheriff Ramsey to come and let him back out again.

In 1911, a grand jury convened and declared the old jail to be unfit for habitation by prisoners and ordered a new jail, **the third jail**, to be built. The new jail would be in use for about forty years. However, the old jail was not torn down. It was recycled for use by the employees, something that was to become a common theme in the future. In this particular case, the old jail became the living quarters for the jailers. The new jail was set to cost the county approximately \$20,000. While that sounds like a bargain in today’s age, in 1912, it was quite a princely sum for a modernized jail with eight iron-barred cells under automatic control. The old jail was kept in use as living quarters for Torlay and his family as well as the kitchen for preparing the inmate’s food.

Jailer Warren Torlay remained a constant in the jail through the late 1930’s and early 1940’s, even though by then he was no longer the sole jail employee. He remained in charge, assuming primary responsibility for jail operations and security in a role we would consider to be jail director now. In his late sixties, he and two trustees were overpowered by three inmates and beaten severely, but again, Torlay recovered and returned to work. He was thwarting yet another jail escape in 1944 at the age of 71, when he shot and killed one of two escapees. He retired the next year in July, 1945, after 41 years of service to the Alachua County Sheriff's Office.

By the time Torlay retired, the county’s population and crime had exploded to the point that overcrowding was already a problem. In 1946, Florida State Prison inspectors cited Alachua County for overcrowding, leaving County Commissioners with no choice but to do something about it; although even then they delayed discussions and plans for a new jail until 1950.

The **fourth jail** had a much larger price tag, \$200,000. It opened under Sheriff Frank Sexton in April of 1952. It was much larger the previous facilities and was considered to be more clean and modern than the old jail. The new facility included space for records and identification on the jail site. These operations had previously been conducted from the courthouse. Yet again, the arguments were not silent for long. This time, only a decade passed before the jail came under fire and plans were being drawn for yet another facility.

This might seem odd, but the new facility was plagued with issues from opening day, including construction, plumbing and even overcrowding problems. A *Gainesville Sun* article from Sheriff Crevasse’s time quoted then Chief Deputy Lu Hindery, who started his career as a jailer under Sheriff Sexton, recalling the opening day of the jail saying “the upstairs plumbing was leaking into the punch in

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the kitchen below as it was being served to dignitaries present for the grand opening and dedication of the jail.”

In 1964, after a rapist escaped from the facility, the County Commission authorized \$45,000 to improve the security of the jail. In 1968, a local group calling themselves the “Society of Friends” submitted a list of demands to the County Commission including that the jail be staffed with a full-time nurse and that two or more blankets be issued to each inmate. They also asked that regular toilet soap instead of lye be issued to inmates, access to regular laundry facilities be added to the cell blocks; and that jail staff take additional measures to exterminate the rats and mice present in the facility. The Commission’s response was this: “It is not a Howard Johnson’s or anything like that. We do not believe in inhuman treatment, but it is a jail.” Commissioner Edgar Johnson’s reply to complaints about lumps in the mattresses was “it is not our desire to make people want to return to the jail.” No action was taken in response to the Society’s demands.

An independent study was released in 1968, which recommended the merging of the city and county jails and building an entirely new jail facility. However, no action was immediately taken on this until 1974.

In 1969, the plumbing system in the jail, which had not worked right since the day it was installed, was back in the public eye thanks to the *Gainesville Sun*. They published an article of which this is a short excerpt: “Water stands in the boiler room, kitchen drains back up and black slime oozes into the food preparation area, faucets leak everywhere and toilets swarm everywhere with wetness-bred cockroaches.” By this time, Sheriff Joe Crevasse had come to office. He called upon the County Commission for assistance with the jail’s problems because all of the plumbing issues were eating up ACSO’s maintenance budget; not to mention that there was not a plumbing contractor in the region who wanted to get involved in the mess. The Commission pledged to inspect the jail, but stated they thought the plumbing system might cost thousands of dollars to rebuild and that those repairs might have to be spread over several fiscal years. Sheriff Crevasse turned to the Florida Department of Corrections in frustration and demanded a special investigation of the county jail. The inspection was conducted on January 28, 1969, by K.D. Conner, prison investigator and inspector for the State of Florida and J.H. Rozelle, an architect. The inspection resulted in 13 recommendations which were reported in the *Gainesville Sun* on Feb 2, 1969:

1. Locking devices and operators on cells need maintenance and repair by manufacturer
2. All screens in cell blocks need a hasp and lock at the top and bottom on the side opposite the hinges
3. Provide forced ventilation in all cell areas
4. The radiant heat in the floor needs work on the control system to prevent interior temperature rise as the outside goes up
5. Provide a continuous supply of hot water to all lavatories and showers
6. The plumbing wall in many cells has rusted away due to pipe leaks in the pipe chases. Redesign all piping in the pipe chases and replace it. Replace rusted cell walls and reset plumbing fixtures.
7. Relocate the barred door and grille to take in two cells containing six beds to be used for juveniles. Cover door and grille to provide separation from the two areas.
8. A general maintenance man is indicated to handle the routine maintenance problems as they arise.
9. Replace all the open bulbs in the cell areas with new lighting fixtures.
10. Relocate jail entrance to the south end of the first floor with a new control system. A vehicle loading dock is needed in this area.
11. Enclose rear of communication room
12. Provide communications from all cell block areas to control desk
13. Begin planning for new addition.

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The County Commission finally authorized \$20,000 to \$30,000 in funds to repair plumbing and heating systems of the jail in 1969, but Sheriff Crevasse was forced to take the majority of the money from his own operating budget. The following summer, July 1970, Sheriff Crevasse requested \$600,000 from the Commission to build a new wing capable of housing an additional 50 inmates and to add security windows. When Sheriff Crevasse made this request, the jail's capacity was 92 inmates but regularly averaged approximately 102 inmates. The extra inmates slept on the floor, a practice strictly against Florida Department of Corrections regulations. Yet, Sheriff Crevasse's pleas and regular media coverage about severe overcrowding in the jail did not appear to be a budgetary concern for the County Commission, at least until tragedy struck. When 25 year-old William Baugher, a young man arrested for smoking pot on University Avenue, was tortured and murdered by his cell mate on September 22, 1970, the Commission had no choice but to turn its attention to the overcrowded conditions at the jail it had largely ignored for the previous 22 years. Indeed, on November 10, 1970, the Grand Jury convened to investigate William Baugher's death ordered the County Commission to report to them on the overall conditions on the jail and what measures were being taken to improve the situation and to have that report done in the hands of the Grand Jury by March 31, 1971. A *Gainesville Sun* article is quoted as saying "This report took Sheriff Crevasse off the hot seat and laid all the blame for jail conditions in the county commissioners' laps."

Unable to ignore the problems of the jail any longer due to the Grand Jury's demand, the County Commission formed a blue-ribbon committee consisting of Circuit Judge John Murphree, County Judge John Connell, State Attorney Ted Duncan, Public Defender R.A. Green, State Senator Bob Saunders, Sheriff Joe Crevasse, Bar Association President David Anderson, Parole and Probation Commission Supervisor Harold Martin, Enid Mahon, a member of the Government Study Committee Task Force investigating the jail and judiciary and Chairman of the Alachua County Commission, Jack Durrance. Meanwhile, Sheriff Crevasse was granted funds to hire five additional jailers to patrol the cell blocks of the jail and is quoted as saying "It will be implemented before the sun sets this afternoon." Prior to new deputies being hired, Crevasse paid existing deputies overtime.

By December of 1970, the blue-ribbon committee returned these recommendations:

1. A totally new jail be built as soon as possible.
2. The new jail should be designed to serve the needs of the county and all the cities in the county.
3. That an additional judicial administration facility be constructed or otherwise provided as soon as possible.
4. That should additional judicial facilities be constructed, they should not be combined in a single building with the new jail facility.
5. That every possibility of financing such new judicial administration and jail construction through federal funding be explored before a bond issue is presented.
6. That the operating budget of the jail be separated from that of the law enforcement agency.

An additional four recommendations were made to legislators since they could only be accomplished through a special act of legislation:

1. That an additional trial judge be provided to handle the ever-increasing felony case load in the county.
2. That procedure be adopted to avoid unnecessarily long confinements in jail awaiting court action. These would include but not be limited to:
  - a. An institution of pre-trial investigation program for recognizance releases and/or bond reductions
  - b. Assignment of priority to trial prisoners confined in jail as opposed to those prisoners out on bond
  - c. Designing computer systems and/or new procedures to eliminate bottlenecks to provide automatic scheduling of court action and eliminate duplication of effort and paperwork.

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3. Additional staff be acquired for the Office of Florida Probation and Parole Commission
4. That achieving solutions to the problems identified by the committee, consideration should be given to the existing financial limitation of counties, and the need for the state legislature to either:
  - a. Assume the financial responsibility for funding such suggested changes, or
  - b. That the proposed changes be coupled with the new funding sources being made available to local government.

The County Commission accepted the report; however, Commissioners Durrance and Martin were very vocal on their stance that a new jail not be built without further study. They also felt that if a new jail was built, Sheriff Crevasse should not be involved in the running of it and that henceforth, corrections and law enforcement should remain separate. Edwin Turlington's differed, saying, "Consolidating all government, including law enforcement is going to happen whether you want it or I want it. Economics will force it."

However, the County Commission's plans to take over were not acted upon immediately. Sheriff Crevasse told a citizen's group in September of 1971 that he had added five guards to the cell blocks, inmates were now segregated by their age and by the severity of their crimes and that another trial judge had been added, shortening the time inmates spent in the jail prior to going to trial. As far as Sheriff Crevasse was concerned, all of this meant that citizens "would be safer in the Alachua County jail than walking the streets of a big city."

Plans were put in motion for the new jail facility. Voters received a bond issue to fund the building of a new jail on March 14, 1972, which they approved. Yet another committee was set up to study jail needs. On May 8, 1972, tragedy struck in the jail again, this time in the form of a suicide. Joseph Trent, a 29 year-old male was discovered hanging in a cell less than an hour after he had been booked into the facility. Unfortunately for Sheriff Crevasse, it was later discovered that the regular corrections deputy had called in sick and an inexperienced deputy had been put in his place to cover the shift. This event was the last straw for the County Commission— and for Sheriff Crevasse.

The County Commission announced on September 26, 1972 that it would assume command and operation of the jail just as soon as a penologist could be located and hired. The announcement followed a closed-door meeting between Jack Durrance, Chairman of the County Commission and Sheriff Joe Crevasse. Sheriff Crevasse believed that law enforcement and corrections were two entirely different operations that could and should be separated. Durrance and his fellow commissioners said that the Baugher murder and resulting lawsuits, and the other tragedies had nothing to do with their decision to take over the county jail; however, Sheriff Crevasse disagreed, saying that those things did indeed play their part in the decision-making process.

The County Commission hired Floyd R. Alsbury to take over administration of the jail in January of 1973. The county commission took full responsibility for the jail, but used Sheriff's deputies as corrections officers up until 1977. The new jail, the **fifth county jail**, was built in 1975 and opened in 1976. It was called the Alachua County Adult Detention Center and cost the taxpayers approximately \$2.5 million dollars. It was supposed to handle the county's jail population through the year 1995, but was cited by the *Gainesville Sun* as being unsanitary and overcrowded within four years of opening.

Alsbury only stayed until 1981, when he was replaced by Sandra Blount. Under her tenure at the jail, corrections officers went from patrolling the hallways outside the pods to working in the same areas where the inmates live, resulting in more direct supervision of the inmates. Unfortunately, Blount was not popular with the public. Jane Hiers and Vernon Maxwell of the Citizen Board both went before the County Commission and submitted their resignations, publicly denouncing both Director Blount and County Administrator Jerry Maxwell for not allowing the Citizen Board to have any meaningful voice in the governing of the jail.



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Towards the end of Blount's tenure, she exchanged jobs for one year, from September 1984 to September 1985 with Nate Caldwell under an employee exchange program. Caldwell was a federal Department of Justice employee who had studied jails for a period of eight years but who had not run one. He was a correctional program specialist with the Department of Justice National Institute of Corrections. While he worked as the Director here in Alachua County, Blount took his job as a division chief for the U.S. Department of Corrections' National Institute of Corrections in Boulder, Colorado.

On January 29, 1984, six inmates climbed out of a broken second story window. Three of the inmates, 37 year-old Sharif Sharif, 20 year-old Randall Dean Brownnett, and 21 year-old Othel Curry were all caught the same night. Terry Lynn Beck, 19, was found hiding in a mobile home two days later. Dennis Richard Biehle was arrested in New Mexico on August 11 of 1984. The final escapee, 30 year-old Ted Keith Shaw, who had been in the jail for attempted first-degree murder and kidnapping for his involvement in a failed kidnap-for-ransom scheme, remained on the lam for nearly two years. Finally, on Monday, January 27, 1986, he phoned Captain Bubba Roundtree of the Alachua County Sheriff's Office and told him he was tired of running and turned himself in.

Sharif Sharif, one of the above escapees, was originally charged with rape in March of 1983 and convicted in January, 1984. In May 1992, Sharif had only served six years of his 14 ½ year sentence when a local citizen provided then Gainesville Police Department Captain Sadie Darnell with information about an additional rape conviction in North Palm Beach County, Florida, from 1981. Captain Darnell began deportation proceedings against the Egyptian-born Sharif based upon the 2<sup>nd</sup> conviction. Sharif however, did not wish to return to his native land and fled the United States for Mexico where he found asylum in May, 1994. Sharif continued his felonious ways in Mexico and was convicted of murder and sentenced to a Mexican prison for 30 years, where he eventually died of natural causes. Sharif remains a suspect in over 50 cases of rape and homicide involving young girls and women in the area of Juarez, Mexico, as well as unsolved cases in New Jersey and Texas.

A second escape occurred on June 2, 1984 when a trusty named William Glen Bass crawled under a perimeter fence and escaped. He was recaptured in Tennessee on June 21, 1984. The precedents were not good ones. However, Blount resigned her post shortly after returning from Colorado and after a selection process; Caldwell was chosen as the new Jail Director. He took command of the Alachua County Adult Detention Center on June 16, 1986. He stayed until January 26, 1989 when he was promoted to Director of Public Safety at the county level and then later to Assistant County Manager. The battle that Caldwell and Byrd faced throughout the eighties and early nineties until the new detention center was built was the same problem that all of Alachua County's jails had faced up until that point — overcrowding. A *Gainesville Sun* headline from November 9, 1986, reads "Suspects freed to battle jail overcrowding." This was followed in April of 1987 by a lawsuit from the Department of Corrections. The tone was basically fix it or else. Nate Caldwell's response to the lawsuit was quoted in the *Gainesville Sun* "The state is quick to come down and tell you about your problem" he said "but they're not so quick to give you funds to solve the problem." At the time, the jail's inmate population was averaging 308 souls instead of the 250 the jail was built to hold. In 1988, the County Commission voted to spend \$52,500 to renovate four buildings, each containing thirty beds. This action increased the jail's capacity to 378 and stalled the Department of Correction's lawsuit. However, on February 9, 1989, Judge Chester Chance set a 1994 deadline for officials to either expand the existing jail or to build a new one or he would set a mandatory cap on the number of prisoners allowed in the jail.

Another escape occurred on July 19, 1991. This time, 22 year-old Dennis Botsko climbed an eleven foot fence to escape the Alachua County Adult Detention Center. He would have been much better off had he stayed put since he was only in for civil contempt charges. Instead he took off for unknown reasons to Vero Beach in Indian River County. There, he was arrested on felony local charges, not to mention the



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escape charge, nine days later on July 28.

Towards the end of the summer of 1991, the county commission made the ill-thought out decision to close the jail's library because of the drain on the County's coffers. However, the State of Florida requires jails and prisons to permit inmates access to a law library. The price tag to restore the jail library was going to come to a total of \$66,000. However, thanks to an agreement made with the Alachua County public library system in February of 1992, the County Commission did not have to pay for the entire amount on its own: the library's governing board chipped in a portion of the cost.

Proving that 1991 was simply a bad year for the jail and for the commission, attorney Bob Rush filed suit that year on behalf of a young woman named Lynn Wyly who had been arrested on DUI charges and illegally strip searched. To add insult to injury, the event occurred on Ms. Wyly's 20<sup>th</sup> birthday, May 11, 1989, and the jail officials who searched her knew the search was illegal beforehand and performed it anyway. The event cost Alachua County taxpayer's \$400,000 to settle with Ms. Wyly out of court. The story is bad enough without adding that the taxpayers had already settled a sum of \$2,000 with 19 year-old Kimberly Rickus only a couple of years earlier in 1988 for the same offense. The reason given by Major Steve Garrahan, chief of jail security at the time was jail overcrowding. Since the jail staff was forced to house misdemeanants with felons due to a severe shortage of space, they felt they had no choice but to infringe upon the civil rights of a few to maintain the safety and security of all. It was a grim time with no good answers for anyone. Unfortunately, it cost the taxpayers some money and a few people their jobs. Jail Director Walter Byrd left the jail at this time and was replaced by his boss, Nate Caldwell, who returned to the jail from his former lofty position as Assistant County Manager.

In June of 1992, court officials wowed by the example set by the Marion County court system started searching for federal grant monies to bring a video uplink system to the Eighth Judicial Circuit. Such a system, they argued, would save the county money by eliminating the need for the daily transport of inmates between the jail and the courthouse and have the added bonus of cutting down on all of those pesky escape attempts as well. Deputy Court Administrator Grant Slayden envisioned a time when the entire Circuit Court would be tied together by video link. The Eighth Circuit consists of Alachua, Baker, Bradford, Gilchrist, Levy and Union Counties.

July 1, 1992 witnessed the groundbreaking of the jail expansion. A brand new jail facility would have cost the taxpayers upwards of \$59 million dollars. However, a renovation and expansion of existing facilities, including the addition of new buildings, could be kept to a more modest \$27,417,200, financed with existing sales tax and bond issues. The "new" jail, when opened in 1994, was supposed to hold 918 inmates but could be used to accommodate up to 1500 and be expanded in the future to hold upwards of 2,000.

A meeting into the health care that jail inmates were receiving at the Alachua County Adult Detention Center left a bad taste in the mouths of the attendees in May of 1993. Some of the problems that came to light included issues with keeping nurses staffed, expired drugs left strewn around the jail infirmary pharmacy, and inmate medical records being lost or simply being incomplete. At the briefing, county corrections authorities urged commissioners to consider privatizing medical and mental health care at the jail through an outside vendor, specifically Prison Health Services of New Castle, Delaware. The contract with the company would cost the county approximately \$2.5 million dollars, but would prevent any more horror stories of poor inmate care from escaping into the public.

In 1993, Commissioners approved a \$493,000 spending project for new IBM computers. The computer network was destined for an integrated financial system, computers for the county clerk's office and last, but not least, a new network for jail management operations. The previous mainframe had been in use for nine years.

March 3, 1994, saw the next big breakout of the jail, the first since the expansion opened. This time,

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though, the citizens of the county had had enough. Twenty-seven year-old Richard Anthony Meissner was incarcerated at the ACADC for brutally stabbing University of Florida student Gina Marie Langevin to death. His attack also critically injured Ms. Langevin's roommate Jena Hull, who along with a third roommate who was not at home during the attack, was placed in protective custody as soon Meissner's escape was confirmed.

Meissner was not discovered missing from the jail until 5 a.m. on Thursday, March 3, 1994. However, it is believed that he escaped closer to 10:00 p.m. on Wednesday evening because a disturbance was reported in his pod that may have been a decoy set up to draw notice away from his escape. Meissner climbed a fence out of the exercise yard, which did not have surveillance cameras installed. The lieutenant in charge of that section of the jail, Alfred Dickerson, was demoted to detention officer by Jail Director Nate Caldwell, after it was found that inexperienced detention officers were posted on the shift. He was later reinstated to sergeant after an appeals process. Meissner was recaptured in Waldo on March 30, four weeks later.

Meissner's escape ignited a firestorm of controversy both in the commission and in the public eye. The public started writing editorials wanting to know why Sheriff Steve Oelrich was not running the jail. On Tuesday, June 13, 1994, County Commission Chairman Charles Chestnut stormed out of the County Commission meeting because he was so angry with County Manager Bob Fernandez. The subject of the argument: the county jail. Specifically, allegations that Fernandez may have suppressed a memorandum from the jail director requesting an independent investigation into Meissner's escape and the resulting disciplinary actions that Caldwell took. Another Commissioner, Kate Barnes, claimed at the commission hearing that she did not receive the memo, but did state at the time that Fernandez had briefed her and the other commissioners on the request.

The jail was in need of money again by the beginning of 1995. A mistake by the architectural firm in charge of the heating and air conditioning resulted in a humidity problem which was affecting the jail's air quality. In January, it was not a huge issue, but by summer time, only a few months away in Florida, it would be. The price tag to fix it was \$750,000 for a cooling system that had already cost the jail \$1 million. Commissioner Leveda Brown stated that she was hopeful that the County would be able to recoup some if not all of the cost of repair back from the architectural firm – Orlando's Hansen Lind Meyer, since it was their design flaw.

The next major controversy to overcome the jail came from a surprising source – its own director Nate Caldwell. In 1995, Caldwell's past came back to haunt him in a public way. Prior to his spotless record with the Department of Justice and his career with Alachua County, Caldwell had a troubled youth. His mother sent him into the Marine Corps at seventeen to escape the street culture of Brooklyn, but he was quickly thrown out with a bad conduct discharge. He landed squarely amid the gangs and drugs that she had tried to keep him from. In 1962, he went to prison for five years on a manslaughter conviction. When he got out, he was able to turn his life around and change things for the better. However, nothing could erase his past completely – a past he failed to mention on his application for employment with Alachua County, although he did discuss it in his interview with County Manager Bob Fernandez. Trouble started when he was arrested for voluntarily turning in two firearms that he had illegally in his possession – one of them a county-issued weapon – when his past came to light.

Perhaps the controversy would not have been quite so vehement on the part of the populace if another man, a well-liked civilian, had not been also arrested on the same charges – possession of a firearm by a convicted felon – around the same time. The other man was charged by the federal authorities because it was believed he knew something about a case. The man, Frank Palazzi, was a local business owner and had been a model citizen for 20 years. Like Caldwell, he too had overcome his past and turned his life around. But unlike Caldwell, he was not a county official. Frank Palazzi was sentenced to 15 years in

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federal prison for his crime. Caldwell was offered a deferred prosecution agreement and allowed to keep his job. Dan Hargrove, an Alachua County citizen, wrote in a letter to the editor of the *Gainesville Sun*:

“the morale of the employees at the Alachua County jail is at an all time low. If one wanted to work at \$4.25 per hour as a uniformed guard in the private sector, or in our county jail, the background check exceeds that of the jail director.”

County Manager Bob Fernandez came out in defense of his subordinate saying that prior to hiring Caldwell, he had spoken with then States’ Attorney Eugene Whitworth and Gainesville Police Department’s Chief Wayland Clifton who both agreed with him that Caldwell’s past was irrelevant when stacked against his ten year spotless service record with the Department of Justice and his glowing reference from them.

Fernandez and the commissioners felt that this should have quieted the public’s concern, but it did not. The flood of editorials in the *Gainesville Sun* pointing to the mismanagement of the jail, including the escape of eight inmates as far back as 1973, the illegal strip searches of the 1980’s and the recent lawsuits illustrated the public’s discontent. The public was not the only entity who had finally had enough. Certain members of the commission were finally fed up as well. On Monday, October 9, 1995, Commissioner Bobby Summers proposed that Sheriff Oelrich and private companies should get their shot at running the jail. He is quoted as saying “I just see us doing nothing. We need to move forward on this.” He made the comment after it came to light that jail staff had misplaced several fuel cards that were supposed to be used for the county cars that were assigned to them. Summers considered the fuel cards simply more evidence of mismanagement to be laid at Nate Caldwell and his staff’s feet. When added to the one million dollars of overtime monies that the jail was spending, time was past to let someone else try in Summer’s opinion. However, he was not the only commissioner and other’s disagreed, specifically Leveda Brown who believed that allowing the entity that arrests the prisoners to also guard the prisoners to be a fundamental conflict of interest despite the fact that at the time 58 out of 67 Florida counties had exactly that arrangement – with the Sheriff also in charge of the county jail. Sheriff Oelrich let it be known in a statement to the *Gainesville Sun* that he was ready with a management plan detailing how he could transform the jail using fewer managers and offering more accountability to the taxpayers.

On January 3, 1996, the Grand Jury returned its report on the jail precipitated by Meissner’s escape. Fernandez is quoted by the *Gainesville Sun* as saying “There were no findings of malfeasance, misfeasance or other wrongdoing, which had been a subject of continuing accusations.” He went on to reiterate that he was completely satisfied with and confident in Nate Caldwell’s ability to run the jail. The following were the Grand Jury’s findings:

1. The jail should develop a complete policy and procedure manual “with all due haste”
2. Development of an internal affairs division
3. Establish an overall mission for the jail that addresses both security and treatment of inmates
4. Strict auditing procedures. The Grand Jury expressed concern about missing or misused county property and inmate property
5. Staffing needs must be addressed to reduce the use of overtime
6. Improve communications. A breakdown in communications and failure to report significant shortcomings has been “allowed to become dramatically exaggerated” at the jail
7. County government should establish a monitoring system to ensure effective jail management

As far as Fernandez and his cohorts on the commission were concerned, the fact that the Grand Jury found no criminal wrongdoing was cause for celebration and meant that the public outcry would be silenced. His hope was not to be. By mid-February of 1996, F.E. Bunnell III of Hawthorne wrote “Wanted: 3 new Alachua County commissioners, 1 new county manager, 1 new jail director, plus new top administrators. Wanted: The Alachua County Sheriff to run the county jail...the time has come.” Bunnell was not alone. The editorials were filled with angry citizens who were fed up with Fernandez and

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Caldwell, fed up with the county commissioners who supported them and kept them in office and fed up in general. They wanted change and 1996 was an election year.

While the public debate raged, the jail was also at the heart of no less than four lawsuits, one for the sexual harassment of a female employee, one for the improper demotion of employees involved in the Meissner escape, one for excluding an activist from a hearing and yet another against Hansen Lind Meyer, the Orlando company for the heating and cooling air quality installation errors they made in the jail construction. All of this was on top of an ongoing criminal investigation into the missing fuel cards. The Grand Jury had hardly been released when it was reconvened on September 30, 1996, to begin a new investigation into jail problems. The new allegation – jail employees came forward with complaints that they were harassed and retaliated against for providing statements and cooperating with the previous Grand Jury investigation.

In November, however, the citizens of the county spoke. They voted out of office those commissioners that did not support their wishes for improvement. Bobby Summers became the new Chairman of the County Commission and he wasted no time at all letting it be known that he was for privatization of the jail. The companies up for consideration were Wackenhut and Corrections Corporation of America, but in the end, the Commission chose to go with Sheriff Oelrich's proposal and the jail passed into the control of the Alachua County Sheriff's Office a year later in January of 1998 on a four-year contract. For the duration of the four-year contract, the Sheriff's Office would run and operate the jail, but the county would still own and maintain it.

Proving that they are equal opportunity critics, the public and media only gave Sheriff Oelrich and his new jail director, Major Robert Chapman, a few months before they began to criticize their new management practices as well. A May 24, 1998, *Gainesville Sun* article indicated that the Alachua County Sheriff's Office was spending huge amounts on overtime and that position vacancies were at an all time high since the Sheriff had taken over operation of the jail. Then Public Information Officer Sgt. Troiano was quoted as defending the ACSO by indicating that 14 of the jail's previous employees had either been fired or left voluntarily after the transition to Sheriff's Office control and that overtime monies had been needed to properly staff the jail in their absence until new employees could be hired and trained. However, Sheriff Oelrich did have the last word on the matter when he was able, some eight and half months later, to turn over a symbolic check to the County Commission for \$483,670 for monies not spent at the jail – fulfilling the promise he had originally made to the Commission that he could save them a half million dollars on jail operations.

By the end of the year, in mid-December, 1998, Sheriff Oelrich was before the Commission again. This time though, the refrain was a familiar one. The jail was overcrowded. The daily inmate count was averaging 820 and the jail's capacity was only 782. Space was badly needed. Sheriff Oelrich's request was for the county to terminate their lease with The Gainesville Bridge, Inc., a substance-abuse treatment center that operated out of two buildings adjacent to the jail. Using the buildings would provide approximately 60 more beds for low security inmates and ease the population crunch until more long-term solutions could be developed. Commissioners were not immediately receptive to the idea, as they were hesitant to disrupt the drug treatment program fearing that those individuals would only become inmates themselves.

Wednesday, August 11, 1999, saw the first real tragedy under Sheriff Oelrich's rule of the jail. An inmate, housed alone in his cell in the early morning hours, tied a bed sheet to a steel rail in his cell window and hung himself. He was accused of date rape, specifically sexual battery and possession of the drug rohypnol. His name was David Patrick Urbancik.

Sheriff Oelrich was able to fulfill another promise in September of 1999. His original promise was that he

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would bring up the standards of the jail. The mark of this promise fulfilled came when the jail was awarded national accreditation by the Commission on Accreditation for Corrections.

In 2000, the jail was finally able to put some of its sordid past behind it. The lawsuit resulting from the employee, Alfred Dickerson, who was improperly demoted after the Meissner escape and alleged racial bias as the motivating factor, finally settled his case with the county. The case cost the taxpayers \$250,000. Two high-ranking jail employees also lost their jobs for allegedly lying on the federal witness stand in the case.

Unfortunately, resolving the ugly details of the past did not give the jail a free pass from trouble. In July 12, 2000, Gainesville Police officers arrested John Tennyson Smith after he told his wife and a family friend that he was going to “put a bullet in their heads and blow their faces off.” Smith had just been released from the Department of the Jail the day prior on other domestic-related charges. However, that night, Smith was transported from the jail to Shands at Alachua General Hospital where he underwent surgery for a massive blood clot in his brain. He never regained consciousness and died on Tuesday, July 18, 2000. His wife, Margaret Smith, and a family friend, Roger Boyd, maintained that a Gainesville Police Officer Cooper told them that Smith was beaten by jail officers for “smarting off.” Cooper denied ever making the remark. When the true events of the night in question were brought to light, it was revealed that Smith had rushed a detention officer in a threatening manner. When the officer shoved Smith back, Smith slipped and fell on the jail’s tile floor, hitting his head and causing the fatal injuries. The Grand Jury found that the detention officer used justifiable force and found no evidence of criminal conduct, but it was certainly not the first or last time that the jail or its employees would come under the scrutiny of the court.

Another in-custody death occurred in mid-2001. Mark Burkett was a 6’02” 245lb teenager whose mother had called the Gainesville Police Department for assistance in transporting the boy to the crisis stabilization unit at Meridian Behavioral Health Unit because the boy was acting “alternatively irritable, restless and non-communicative.” She wanted Burkett evaluated psychiatrically. During the struggle to place Burkett in the squad car, one of the officer’s fingers was severely bitten by Burkett. Later, at the jail, Burkett’s further struggles resulted in detention officers being forced to Taser the teen to get him under control long enough for his First Appearance before the judge, who ordered a blood sample drawn because of the bite suffered by the GPD officer. In the afternoon, a jail nurse injected Burkett with a sedative cocktail in preparation for the blood draw at 3:00 p.m. However, when detention officers entered the cell at 3:00 p.m., Burkett rushed them, resulting in the use of measures to restrain Burkett. Once they had Burkett pinned to the floor, the detention officers noticed that he was no longer moving and they summoned medical assistance. Burkett was transported to the hospital where he was pronounced deceased. Burkett’s mother sued the Alachua County Jail and Sheriff Oelrich, alleging the use of excessive force and inadequate training had resulted in the death of her son. Sheriff Oelrich moved for summary judgment, which was awarded on July 27, 2006. The court found that the detention officers acted properly within the scope of their employment. The exact cause of Burkett’s death was never decided either, with experts arguing between blunt force trauma from the struggle, to acute overexcitement related to schizophrenia.

Thankfully, 2002 was a quiet year for the jail. The next year, 2003, however, was marred when inmate Randolph Jackson assaulted his 19 year-old cell mate, a University of Florida student serving time for minor drug charges. The student had allegedly been placed in Jackson’s cell in administrative housing due to overcrowding at the jail. The case stirred up a firestorm of controversy toward the jail and Sheriff Oelrich and resulted in the termination of two detention officers who had reportedly given Jackson unprecedented favoritism and privileges that contributed to not only the student’s assault, but possibly up to four more. Jackson was sentenced to 15 years in prison for the attack.”



## History of the Alachua County Sheriff's Office

In 2004, Commissioner Rodney Long, spurred by the Randolph Jackson incident the previous year, decided that the jail needed a study of the culture of the jail employees. Long believed that the proposed \$149,600 study was needed to determine if a subculture existed that was allowing for dangerous incidents to occur while preventing or discouraging inmates and staff from divulging those activities. The County Commission did not go ahead with the study until 2005 at which time Sheriff Oelrich vehemently opposed it. He considered the study to be a complete waste of the county taxpayer's money and "an affront to the dedicated men and women who serve as detention officers." Incidentally, the assessment team did not find a subculture.

Also in 2004, the jail returned to a familiar battleground – one against the County Commission for money needed for expansion to relieve the ever present overcrowding before another disaster could strike. When the proposed 2005 county budget was released, one of the big arguments was whether to expand the jail by building a new pod or to expand diversionary programs to keep people out of the jail altogether. Some of the commissioners had toured the jail to find people sleeping on the floor due to crowded conditions. Rodney Long commented to the *Gainesville Sun* on August 20, 2004, "They deserve some dignity." However, Commissioner Long believed that a remodeling project and diversionary programs were better than spending the \$10.4 million dollars that would be required to build a new jail pod. His fellow commissioner, Mike Byerly, was also against spending money for expansion. He is quoted in another article in the *Sun* on the same day saying:

"Housing people at the county jail is very expensive. I will not support the proposed \$9 million expansion of the county jail until all other options have been exhausted. We must give our judges sentencing options by adequately funding programs that provide cheaper and more effective ways to punish or treat minor, non-violent offenders like substance-abuse and mental health counseling, teen court, drug court, work release and electronic monitoring"

While the price tag for the diversion programs was not nearly as high as the new jail pod would have been at only \$227, 141 to start and \$536, 840 to run annually thereafter, the commission's proposal was still to take it from Sheriff Oelrich's jail budget. Sheriff Oelrich argued that this was not fair, as the only breathing room in his budget was from the lapsed salaries of the employees who were currently serving in Iraq, but who would be returning to their jobs. The Commission eventually ordered County Manager Randall Reid and Sheriff Oelrich to meet and find a way to fund the remodeling project and diversionary programs. A remodeling project that added 60 beds would be completed in 2007.

The fight over whether to expand or remodel the jail became moot however when the high profile murders of Carla Brucia in February of 2004, and then Troy Victorino's massacre of six people in Deltona over a video game system in August of 2004 led to a zero-tolerance policy for probation offenders. The change in the law meant that a failed drug test was suddenly enough to have someone on probation arrested and brought to the jail immediately. The already overcrowded jail swelled to impossible conditions, sometimes reaching just over 1,000 inmates, well over capacity. The County Commission no longer had a choice. They either had to build a new barracks or face a lawsuit if someone decided to sue over the conditions at the jail – a repeat of history that the Commission did not wish to endure.

The election of Sadie Darnell at the end of 2006 to the post of Sheriff added new impetus to the stalled construction plans. In mid-2007, County Commissioners allocated \$5.4 million for a dormitory-style jail addition designed to have 256 beds. However, Sheriff Darnell requested that the designs be changed to allow for cells. This would bring down the number of beds to 168 inmates, 40 of whom could be housed in cells. The new arrangement would allow for the sometimes necessary housing segregation of some inmates from the general population. The new design, though it would house less, was still estimated to cost approximately the same amount of money and was estimated to require two years to build. Sheriff Darnell also requested temporary housing for the inmates to ease overcrowding until the new pod could

## History of the Alachua County Sheriff's Office

be built, but the Commission did not wish to vote on the request immediately as it would require an additional \$2.8 million dollars from the county coffers. Instead, the plan was to examine every aspect of the judicial system to see if any prisoners could be released or diverted from the jail to ease the burden of a jail routinely packed with 1,000 or more on a daily basis. Groundbreaking for the new addition occurred on September 25, 2007. The project was scheduled to be completed in Fall of 2008.

December of 2007 saw the creation of the Inmate Work Crew. The work crew was made up of eight to 10 inmate trustees. These individuals are non-violent sentenced inmates serving time for mostly misdemeanor crimes. They can not be sex offenders or be considered an escape risk. The work crew members are volunteers who participate in the program to perform work for non-profit and governmental agencies such as washing school buses for the School Board of Alachua County or painting the Gainesville Fire Rescue offices. The inmates earn time off, called gain time, from their sentences for the time worked. All jail inmates earn gain time for good behavior. The usual rate is five days per every 30. For a trusty, gain time is earned at a rate of 10 days for every 30 days served. The program encourages inmates to strive for good behavior and to be productive while incarcerated. As an added bonus to taxpayers, the program also saves money by using inmate labor for projects that would have otherwise been paid for at rates of at least minimum wage. As of September 1, 2009, the Inmate Work Crew has saved the Alachua County taxpayers approximately \$130,000.



Although chosen for the position in September of 2007, the new jail director took command of the jail officially in January of 2008. Director Robert Woody accepted the reins from Interim Jail Director Captain Charlie Lee. Major Chapman left the agency in May, 2007 and was replaced by Captain Tony Canchola until his retirement in August of 2007. Mr. Woody came to the Department of the Jail with 30 years of experience in the Department of Corrections Probation and Parole. He holds a B.S. degree from the State University of New York and a M.A. from Rollins College in Winter Park, FL. Prior to

accepting the job as Department of the Jail Director; he was the Bureau Chief of Community Relations for the Department of Corrections, serving under the DOC Secretary Jim McDonough. Sheriff Darnell and Director Woody proved to be a good match for the Department of the Jail as several developments over the course of 2008 proved.

A Criminal Justice Mental Health Substance Abuse Grant was awarded to the county and implemented in July of 2008. This allowed the Sheriff's Office to hire a Jail Diversion Specialist, a grant funded position, to specifically screen for the Forensic Diversion Team, identifying those inmates who are eligible for other diversion programs. This serves the two-fold purpose of freeing space at the jail while allowing these inmates to receive the services they desperately need.

On July 24, 2008, the Florida Corrections Accreditation Commission, Department of the Jail Accreditation Onsite was concluded, and in October 2008 the jail received reaccreditation status for the next three years. The assessors interviewed more than one hundred people to include employees, contract employees and inmates during the three-day process. The assessors were very impressed with the cleanliness and how quiet the entire facility was during their inspection. They commended all ACSO employees interviewed noting that the employees were very knowledgeable of their specific job duties and responsibilities, the day-to-day operations and how well the employees interacted with the Assessors. This positive interaction was displayed from all levels of the chain of command and made everyone's efforts through the accreditation process a much more enjoyable experience.

The Sheriff, working with a collaborative group of attorneys, judiciary, law enforcement, the Department

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of the Jail and public defenders effectively reduced the jail population in 2008 for the first time in over eight years. A major component of this collaborative group, the Intensive Case Management Work Group, identified the top 24 inmates with high recidivism and recommended possible release options to the judiciary. Ten of the inmates were not monitored due to death or other factors, but of the remaining 14, 71% reduced their annual jail days by a total of 371 days, an average of 30% in the year following the implementation of the program. Another 43% reduced the severity of their charges.

Other programs aimed to keep the numbers of inmates in the jail down are re-entry programs geared towards giving inmates a positive start in the community upon release. These programs include Life Skills, Adult Education, Construction and Culinary Arts. In 2008, 37 adult inmates and six juvenile inmates passed their GED exams. Thus far, the jail has graduated four inmates from its Culinary Arts program and four from its Construction program. From an historical standpoint, it is interesting to note that with these two programs, the jail has come full circle. In January of 1969, Sheriff Crevasse is quoted in the *Gainesville Sun* praising the new Rehabilitation program started in the Alachua County jail that taught courses to the inmates in short order cooking and mechanics. "Our program" Sheriff Crevasse said "has shown us that to confine any man and then just leave him to brood and build up energies just contributes to the problem." Unfortunately, the early program ended quickly, when the federal grant that funded it was cut January 1, 1970.

On December 16, 2008, a ribbon cutting was held for the new 168 bed addition that will house female inmates as soon as construction is completed. This will increase the total number of beds to 1,148; and, with the 15% classification factor, the optimum number of inmates which can be housed will become 975.

## History of the Combined Communications Center

From the first Motorola radio sets installed in deputies' patrol cars in 1941 to the installation of Florida's first 9-1-1 system to 2008's Flagship Accreditation, Alachua County has always sought to lead the pack in emergency communications.

In 1974, with the introduction of 9-1-1 technology, Gainesville Fire Rescue, the Gainesville Police Department and the Alachua County Sheriff's Office all dispatched from separate locations. The first attempt at a combined communications center was in 1977. An interlocal agreement between the Sheriff's Office, Gainesville Fire Rescue and Alachua County Fire Rescue resulted in the placement of the three agencies working together dispatching from the basement of the county administration building. However, this arrangement only lasted for two years at which time, ACSO moved to its own building. Attempts to reunite the entities were unsuccessful.

The intervening years between 1979 and the opening of the current combined communications center in late 2000 are a study in birthing pains made more difficult by the ever present power struggle between the city and the county. That is not to say that attempts and overtures were not made; only that final agreements could not be reached.

Sheriff Lu Hindery, a proponent of unified services, went before the county commission in February of 1980 with a plan to co-locate the communications and record services of the Alachua County Sheriff's Office and the Gainesville Police Department along with Alachua County Fire Rescue and Gainesville Fire Rescue. He cited his reasons as cost efficiency and better response times for all agencies involved. A task force, headed by Joe Little, was formed and reported back to the commission in July of 1980 with its final recommendations. In a rare moment of cooperation, the city and county commissions got together and created a Joint Communications Task Force in 1981 in response to those recommendations.

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In October of 1981, the Consolidated Emergency Operations Center Planning and Development Agreement between the City of Gainesville, Alachua County and the Sheriff was executed. It was followed in January of 1982 by an interlocal agreement between the city and the county forming an Emergency Operations Center which would provide centralized communication services.

In March of 1982, Bellsouth representatives approached the county's 9-1-1 center about upgrading their center. In the early 1980's, dispatchers had no way of knowing a 9-1-1 caller's information, not even the number or address they were calling from. Although the new system, called Enhanced 9-1-1 or E 9-1-1 for short, would set the county back an initial start-up fee of \$215,000, the technology and new ability would revolutionize emergency services for the area.

Over the course of 1983, the word consolidation began to be bandied about between the city and county with more frequency. In January of 1983, the private consulting firm Public Administration Service recommended upgrades to the current dispatching system, or alternatively, a consolidated center. The city and county responded in April of the same year when the Joint Communications Steering Committee created a Technical Task Force whose job it was to develop an action plan for a Consolidated Communications Center. By February of 1984, the Florida Division of Communications also recommended consolidation of public safety communications in Alachua County.

Unfortunately, knowing a decision should be come to and actually reaching a decision are not the same thing as evidenced by multiple failed meetings between the City and County Commissions, and Sheriff Hindery. In December 1984, the city commissioners rejected the proposal that had been accepted by the county and Sheriff Hindery. In March of 1985, another meeting fell through when the Gainesville Police Department backed out. The city felt they should have more than one vote on the board and did not like Sheriff Hindery being in charge of the center. The city formally withdrew from the Joint Communications Steering Committee, but not before a consultant hired to investigate the possible outcome of consolidation had already made these recommendations in a report to the Joint Task Force that was reported the *Gainesville Sun*:

1. The cost to the taxpayers would be less, since there is presently a duplication of personnel and equipment
2. A more sophisticated dispatch service could be provided at a lower cost, because one set of sophisticated equipment would need to be purchased rather than two or three
3. Such a center would provide maximum coordination in emergency situations
4. Response times would be minimized
5. More efficient utilization of radio channels would result
6. Such a center would facilitate establishment of a centralized and automated record system, saving the various agencies who use such records a great deal of money (that is, saving the taxpayer's money)

Sheriff Hindery, seeking a faster solution to the bureaucratic red tape, went around the city/county bickering and petitioned the legislature, asking for a special bill, which if passed by referendum would effectively place all Alachua County emergency communications under control of the Alachua County's Sheriff.

In August 1985, the Sheriff's Office dispatched calls from the second floor of the Sheriff's Office located at 913 SE 5<sup>th</sup> Street, also known as the site of the old jail. The county spent approximately \$350,000 on the first computer-aided dispatch system (CAD) for use in the Sheriff's Office dispatch center. They spent another \$450,000 on remodeling the area of the building where the dispatch computers were housed. According to Randy Kerr, the first CAD system was purchased from a company in Chesterfield, Virginia, and was often referred to as the "Chesterfield" system. County information technology programmers

## History of the Alachua County Sheriff's Office

maintained the system for ASO.

In June of 1986, Omnicom, Inc., a private consulting firm recommended that Alachua County needed to increase its dispatch center staff by twelve positions because at its current level, the county was not providing an acceptable level of service to the citizens. Omnicom, Inc., did not spare the City of Gainesville either. In February of the following year, they suggested that the city should add five more positions to their staff.

In late 1986, an initial agreement to move the county from three dispatch centers to two was tentatively reached. Gainesville and Alachua County Fire Rescue were sharing space in the basement of the County Administration Building. Gainesville Police Department and the Alachua County Sheriff's Office each had their own. The plan was for the Alachua County Sheriff's Office to move into the basement of the County Administration building with ACFR and GFR. However, by mid-March of 1987, before ACSO's scheduled April move, Gainesville Fire Rescue wanted out of the agreement, claiming the cramped basement space was simply not big enough for everyone. The Sheriff's Office completed their move into the County Administration building's basement in July, 1987. Gainesville Fire Rescue moved in with the Gainesville Police Department and once again the city and the county were separate entities.

The tide was turning towards consolidation though. The directors and the staff of both the city and county communications center recommended in September of 1987 to the Visions 2000 Task Force that a consolidated communications center should be on the plans for the year 2000. By June 1989, the University of Florida - Institute of Government recommended that a cooperative public safety communications center should be formed for Alachua County.

A bill was drafted by the county's legislative delegation, which included Senator George Kirkpatrick and Representatives Sid Martin and David Flagg that called for the formation of an Alachua County Unified Emergency Communications Systems Task Force. The seven member group would be made of the Sheriff who would serve as chairman, one city official, one county official, a representative of the League of Cities and three citizens. The bill was opposed by Gainesville Police Chief Wayland Clifton who cited the long range expense. He wanted the City of Gainesville to retain control over City of Gainesville functions, including dispatching for GPD and GFR. A public hearing at the beginning of February 1990 held by Sheriff Hindery and Chief Clifton revealed that the Committee's compromise was to electronically consolidate the two dispatch centers within a year, by January 1991, with long range plans to create one combined communications center.

In early 1991, the county communications center faced its next hurdle. The computer-aided dispatch (CAD) system was sorely outdated and in need of replacement. "Held together with bailing wire" was how the situation was described by County Commissioner Leveda Brown. The city wanted the county to go with its own DEC system, however; the county wished to purchase a newer more advanced IBM-based system that would last longer and provide advanced mapping, billing and record-keeping abilities not offered by the city's DEC software. Another advantage the IBM system had that the DEC system did not, and that people were just starting to have to think about at that time – the IBM system was "Y2K compliant." The county purchased the IBM system from a company called ICC, out of Rockford, Illinois. When the new CAD failed to perform completely up to the county's standards, ICC agreed to convert it to another IBM-based system – the H.T.E. CAD system that came online in 1994. Eventually, the city had to move to the IBM software as well when their software became outdated with the new century.

Some cooperation between city and county did occur as the result of necessity. On the morning of Thursday, June 11, 1992, a blackout started for 2300 of Gainesville Regional Utilities' downtown customers, including those housed in the County Administration building. Although the actual power outage only lasted approximately three minutes, a malfunctioning switch kept the power in the basement



## History of the Alachua County Sheriff's Office

out for closer to an hour. Communications officials made the appropriate decision to transfer all emergency calls to the city's dispatch center to avoid any disruption of service to the citizens. Even though the power was quickly restored, control was not immediately returned to the basement until the switch could be properly repaired. Two of ASO's dispatchers were transferred to the city's communication center for the duration of the crisis.

When the third CAD system (H.T.E.) came online in 1994, Emergency Medical Dispatch protocols were also adopted. The combined dispatching center, containing the Alachua County Sheriff's Office and Alachua County Fire Rescue, was the first agency in the state to adopt these emergency medical dispatching protocols where dispatchers provide pre-arrival instructions and instruct callers through life saving information until EMS arrives.

The summer of 1996 saw the widespread proliferation of brush fires throughout Alachua County. One fire in the Austin Cary Forest spread all the way to the county line. The CCC was so busy during this time that a third dispatcher was required to handle the influx of calls. The county's mobile command vehicle was not deployed due to the scattered nature of the fires. The command vehicle at the time was a 1973 German Gerstenslager bus that had started life as a Bookmobile before being donated to the ACSO by the county library system and refitted by Pride Enterprises in the 1980's. The interior of the bus was designed to be a miniature dispatch center that could be deployed to a remote disaster location to provide single or multi-agency logistical support.

As the city and county moved closer towards consolidation, a new blue-ribbon committee was formed. The City/County Law Enforcement Coordination Committee (CCLECC) began studying public safety communications in December of 1995. An interlocal agreement signed by the Sheriff, the City of Gainesville and Alachua County in September of 1996 created five working groups to create an implementation plan for the development of the combined communications center. The five groups were Governance, Finance, Facilities, Technology and Human Resources. By March 1997, a final staff report and proposal for consolidated communications was submitted to the CCLECC. Later in 1997, the Sheriff was designated to be responsible for the management and operation of the communications center.

In the mid-1990's, the county's mobile command vehicle finally died. Continuous mechanical failures, a generator fire and a lack of German-made parts ultimately resulted in a request to replace the vehicle. Captain Randy Kerr traveled to Orange County, Florida, to tour their mobile command vehicle and get ideas to design a new one for the ACSO. When Captain Kerr returned, he and David Donovan designed the current mobile command vehicle and arranged for the money to come out of the Combined Communications Center's budget. The vehicle was ordered in July 1996 and the CCC took delivery of the completed vehicle in November of 1996. The final cost was \$119K and some change.

Since the new mobile command vehicle was purchased, one of its first uses was at University of Florida football games. The University of Florida allotted space on campus to park the mobile command vehicle. The advantage of having a miniature dispatch center right at the stadium during games was the ability to shave minutes off the response time for incidents that occurred at the stadium during those games.

The next step in the march towards a combined communications center was to arrange for countywide 800 MHZ service. The 800 MHZ radio band is the one set aside for use by local, regional and state public safety agencies. In December of 1997, Gainesville Regional Utilities signed a contract with Motorola to develop a countywide 800 MHZ system.

The plans for the new combined communications center were approved at a joint city/county commission meeting in February 1998. All that remained was finding a way to pay for it. One way local officials sought to accomplish this was to ask for a helping hand from Tallahassee. Gainesville Fire Chief Richard

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Williams, accompanied by Sheriff Oelrich, testified before the House Appropriations Subcommittee for Commerce, Justice, State and Judiciary to ask for \$12.5 million. To fund development projects on the eastside of Gainesville including the Combined Communications Center and the Juvenile Assessment Center.

As an interesting side note, prior to the choice of the Hawthorne Road site for the Sheriff's Office and Combined Communications Center complex, one of the first sites to be considered during the search for a suitable home was the old AT&T building on University Avenue. Fortunately though, the ten acre Hawthorne Road site was chosen for the \$4.9 million dollar project to renovate the Winn Dixie for the new Sheriff's Office home and build the new Combined Communications Center. A groundbreaking ceremony was held at 9 a.m. on Tuesday, April 21, 1998 for the complex in general. Another one was held in November, 1999 for the Combined Communications Center specifically. The new building would be dedicated to the departed Alachua County Sheriff's Office Captain Della Shealy who was killed in a car accident on June 17, 1996. Captain Shealy had been selected to oversee the consolidation of the Sheriff's Office and the dispatch center prior to her death. Ultimately, Captain Randy Kerr was chosen as the manager of the project.

In the summer of 1998, the dry conditions ignited wildfires across 7,200 acres marching right up to the city limits of Waldo, forcing the evacuation of almost all of the 1,100 residents of the town. Although Alachua County Fire Rescue was the lead agency, the fires required a multi-agency response team, including firefighters from as far away as North Carolina and Mississippi, to combat the deadly flames. The Combined Communications Center deployed the mobile command vehicle to provide on-scene communications and logistical support to the responding personnel. The Alachua County Sheriff's Office, Alachua County Fire Rescue, Gainesville Fire Rescue, Department of Forestry, Florida Highway Patrol and many out-of-state resources all converged on Waldo in an attempt to stop the blaze and save as many homes and lives as possible.

In November 1999, an interlocal agreement authorizing a combined 800 MHZ system for the county was signed by the participating agencies. The following month, the City of Gainesville transferred their computer-aided dispatch system to the Sheriff's H.T.E. computer-aided dispatch system, in time for the new century.

Another wildfire season started in late May of 2000. This particular fire burned between 2,500 and 3,000 acres and was believed to be the result of arson. A pilot flying over the area witnessed a man on an ATV possibly setting off ignition devices in the area prior to the fire. Regardless of the cause, the center mobilized to provide logistical support to the responding firefighters.

In October of 2000, the Gainesville Police Department and the City of Gainesville began the migration of their systems to the new 800 MHZ urban radio system. The next month, equipment testing in the new CCC building was completed with the center opening shortly thereafter, on November 14, 2000. A Grand Opening Ceremony was held at the Combined Communications Center in January of 2001.

In March of 2002, the Alachua County Combined Communications Center became one of the first two Public Safety Communications Centers in Florida to achieve accredited status. The other was Polk County, who received the award on the same date.

The ink was not even dry on the accreditation certificate before dispatchers faced their next major challenge. On April 18, 2002, an Amtrak train carrying 433 passengers derailed near Crescent City in neighboring Putnam County. The cause of the accident may never be completely known, but according to the recollections of train engineer Earl Karper, Sr., the tracks in front of the locomotive were misaligned by approximately 10 inches. Fourteen out of the 16 passenger cars derailed, killing four passengers and

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injuring 106 more. Members of the Alachua County Combined Communications Center deployed with the mobile command center bus to provide on scene communications support to the multi-agency disaster response team that consisted of the Alachua and Putnam County Sheriffs' Offices, the Florida Highway Patrol, the NTSB, the FBI, and Amtrak's own investigators.

No one in the Alachua County Sheriff's Office, especially those employed in the Combined Communications Center, can think of the summer of 2004 without remembering four fateful names: Charley, Frances, Ivan and Jeanne. The names, indelibly carved into the psyches of Florida residents, represent four hurricanes that struck the Florida coast one after the other during a six week span from August 13, 2004, when Charley hit the west coast through September 28, 2004, when Jeanne finally dissipated over Virginia.

The first of the hurricanes, Charley, was not a direct hit on Alachua County, although early forecast models had shown the storm moving directly across the area on its way to the Atlantic Ocean. Instead, Charley slammed into the west coast near Port Charlotte as a Category 4, sporting winds just shy of 150 mph, the worst hurricane to hit Florida since Bonnie in 1960. Charley then travelled northwest across the state, through Orlando, to the ocean, leaving a trail of devastation in its wake and costing 31 people their lives. On August 17, 2004, the Incident Dispatch Team in the Combined Communications Center deployed the first two dispatchers, Supervisors Betty Howden and Roy Carlisle, to the DeSoto County Sheriff's Office in Arcadia, Florida. They were followed over the course of the next week by two more teams of two dispatchers, working for three-day deployments. The second team consisted of Supervisor Glenda Sessions and Telecommunicator Kristi Holloway and the last team was then Fire-Rescue Dispatcher Mable Paraless and Supervisor Betty Howden. An article written by Captain Randy Kerr was published in Public Safety Communications magazine *APCO Bulletin* after Charley. This excerpt, from Glenda Sessions' experience in DeSoto County, is from that article:

We felt like fish out of water! We didn't know their CAD system or their phone system; we kept looking at each other like we had just been airdropped on Mars! ... They were dealing with a huge influx of out-of-county public safety units, an immense call load of incidents that seemed to never go away, and people coming to the lobby saying everything from "Where is the nearest water distribution center?" to "My husband just beat me up." They were handling all the incoming calls for animal control, the jail, the EOC, the fire departments, the rescue agencies and law enforcement, plus all the calls from people wanting to know if their friends or relatives were OK or if their winter homes were still standing. I kept looking at the girls we were working with, knowing that two of the three had lost some, if not all of their possessions. Yet they still came to work and showed true professionalism and, most amazingly, compassion and patience to every caller.

That deployment was barely over before the Alachua County Sheriff's Office and the Combined Communications Center were battening down the hatches for one of the worst hurricanes to hit Alachua County in recent memory – Hurricane Frances. The powerful Category 2 hurricane came ashore at Sewall's Point near Hutchinson Island, Florida, at 1:00 a.m. Sunday, September, 5, 2004, packing winds of 105 mph. She did not exit the state until 12 hours later, crossing over New Port Richey on September 6, 2004, as a tropical storm. Part of the reason she did so much damage was that she moved so slowly across our state, spawning numerous tornadoes as she traveled. The Associated Press reported two deaths in Gainesville directly attributed to Frances. A man was killed when a falling tree hit his car. Another falling tree killed a woman in her mobile home. According to John Beven II of the National Oceanic and Atmospheric Administration (NOAA), Frances was directly responsible for seven deaths, indirectly responsible for 42 more, and a total property damage estimate of approximately \$9 billion dollars, making it the fourth costliest hurricane up to that point in history. Of course, insurance adjusters had no way of knowing what still lay ahead in the coming years.

## History of the Alachua County Sheriff's Office

During Hurricane Frances and its aftermath and cleanup, the Alachua County Combined Communications Center handled almost 9,000 calls for service. The employees on duty when Frances hit remained in the center on lockdown for the duration. They grabbed sleep when they could on cots in the break rooms and food was brought in to them. They, like the sworn deputies on the road, spent the storm at their posts instead of at home with their families. During the peak portion of the storm activity, from 4 p.m. on September 4<sup>th</sup> to 10 p.m. on September 5<sup>th</sup>, the center handled 3,703 calls. The rest of the calls were handled during the brutal aftermath of the storm. The relief crew came on after 36 hours. Judy Conklin recalls attempting to come to work on Newberry Road, but finding the way barred with downed trees. She was forced to call the communications center herself and ask which way to come to work!

Storm weary Gainesville residents hated to wish the next hurricane on someone else, but everyone breathed a collective sigh of relief when Ivan the Terrible skirted the State of Florida and slammed into Gulf Shores, Alabama, just before 3:00 a.m. September 16, 2004, as a strong Category 3 hurricane sporting 130 m.p.h. winds. Glenda Sessions and Ronald Espenschied deployed to Florida's Panhandle area to the Santa Rosa County Sheriff's Office to support their dispatch center during their recovery operations. Alachua County's respite was short-lived however, because Hurricane Jeanne was fast on Ivan's heels and Jeanne had no intention of dodging Gainesville.

Hurricane Jeanne made landfall as a Category 3 at 4:00 a.m. just east of Stuart, Florida, on September 26, 2004, only two miles from where Hurricane Frances had made landfall just three weeks prior. In her march up the state to Georgia, Jeanne was directly responsible for three direct deaths in Florida: one in Clay, one in Brevard and one in Indian River County. Two other direct storm deaths were also reported in the U.S. Haiti's death toll from Jeanne was closer to 3,000. Total U.S. property damage for Jeanne was approximately \$6.9 billion dollars.

The Sheriff's Office and Combined Communication Center responded to Jeanne much as they did to Frances. Fortunately, Jeanne did not have quite the wind strength that her predecessor had. Instead, she dumped more rain on the already saturated ground, causing flooding throughout the county. During the peak portion of the storm, the Combined Communications Center handled 1,222 emergency calls for service and an additional 2,406 non-emergency calls for a total of 3,628.

The following year did not see any major hurricanes in the Alachua County region, but other states were not so lucky. The summer of 2005 saw the destruction of Mississippi Gulf Coast and the drowning of New Orleans by the one-two punch of Hurricanes Katrina and Rita. Katrina slammed into southern Plaquemines Parish, Louisiana, as a 125 m.p.h. Category 3 storm at 7:10 a.m. on August 29, 2005. The confirmed fatalities attributed to the storm number 1,836 souls, with another 700 plus listed as unaccounted for. Rita followed a mere three weeks later, striking on the Louisiana/Texas border at 2:38 a.m. on September 24, 2005, as a 115 m.p.h. Category 3. Seven deaths were directly attributed to Rita, with another 120 indirectly (from hurricane-related accidents) attributed. Between Katrina and Rita, the American taxpayers lost approximately \$110 billion dollars.

After Katrina hit the Gulf Coast, Keith Godwin and Vernon Foster hauled the EDICS trailer out to Hancock County in Wakeland, Mississippi, to assist with logistical support. A huge multi-agency/multi-state disaster response team set up in the parking lot of what had been only a few days before a thriving Wal-mart store. They were replaced a few days later by Betty Howden and a communications supervisor from the Putnam County Sheriff's Office. The second deployment, however, was cut short because Rita was churning out in the Gulf.

## History of the Alachua County Sheriff's Office

While the communications personnel were on-site in Hancock County assisting with logistics, Lt. Troiano from the Public Information Office was down the road in Gulfport Mississippi in Harrison County

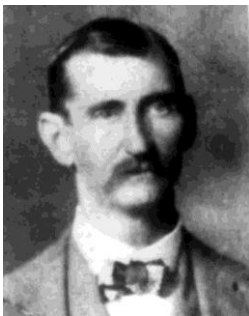


assisting with media relations responsibilities for the hard hit communities of Gulfport, Biloxi, Long Beach, D'Iberville, and Pass Christian. He snapped these photos while on his deployment.

In response to the major disasters that the Combined Communications Center had survived, one employee decided to come up with a better way to manage personnel during those occasions. Shift Supervisor Eleanor "Susie" Westfall developed a Hurricane Preparedness Plan for all CCC employees. The plan provides a system for childcare and temporary shelter for CCC employees by CCC employees. The plan also provides for a Group Leader and an alternate Group Leader who are responsible for checking on their employees and ascertaining their safety and any needs they may have.

By early 2006, the Computer Aided Dispatch system in use by the center was becoming obsolete. A search for a new and improved system began. Trittech was chosen as the vendor for the new CAD system in late 2006, with the contract finalized in May of 2007. The major project kickoff occurred in December of 2007 with the Demonstration of License Functionality (DOLF). Training in the use of the Trittech CAD system was conducted for Combined Communication Center employees beginning in October, 2008. This was followed by training for patrol deputies and others, who would rely on the Trittech system remotely from their laptops in January, 2009. The Trittech system went live, completely replacing the old CAD system, on April 14, 2009.

### ACSO's Fallen Heroes



#### Deputy Sheriff George Lasonro Bryant

Deputy Bryant died on December 3, 1908, at the age of 48. He was shot while attempting to arrest a suspect for drunk and disorderly conduct in High Springs. When Deputy Bryant initially encountered the suspect, he told the man that if he returned home he would not be arrested and sent the man home in a buggy. However, when the buggy driver did not return from the suspect's home, Deputy Bryant and another deputy went to investigate. They found the buggy driver running from the suspect's home. The driver claimed that the suspect had kept him there and beaten him. When Deputy Bryant approached the front door of the suspect's home, the suspect shot him. Although Deputy Bryant returned fire, he failed to strike the suspect who was later convicted of second degree murder in Bryant's death and sentenced to life at hard labor. The man was granted a conditional pardon a mere seven years later. Deputy Bryant served as an Alachua County deputy and as marshal for High Springs for 15 years. He was survived by his wife, son and five daughters.

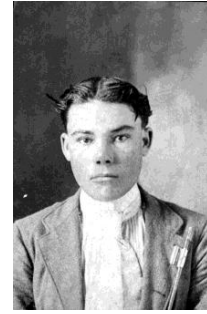


## History of the Alachua County Sheriff's Office

### Deputy Sheriff Charles H. Slaughter

Deputy Slaughter died on May 11, 1912, at the age of 29. He was shot when he, Deputy J.A. Manning, and a citizen went to the home of Cain and Fortune Perry to arrest them for illegally possessing firearms. As the deputies attempted to make the arrest, the Perry's opened fire, killing both Deputy Slaughter and the citizen who was with him. Deputy Manning returned fire, wounding one of the Perrys. Both shooters were apprehended and hung three months later by Sheriff Perry Ramsey.

Deputy Slaughter, who was also the marshal for the Town of Archer, was survived by his wife and two young children



### Deputy Sheriff Samuel George Wynne – no photo

Deputy Wynne died on August 18, 1916, at the age of 47. He was shot while attempting to serve a warrant on a suspect for stealing hogs. Deputy Wynne woke the suspect and began to search the man's room for weapons. While Deputy Wynne was searching the room, the man shot him. Although the suspect was also shot and wounded, he continued to flee. He was eventually apprehended and executed for Deputy Wynne's murder by Sheriff Perry Ramsey. A lynch mob seized three men and two women who were accused of helping the suspect escape on the day of the killing from the jail and hung them as well. Deputy Wynn served as the constable for District 6 – Newberry.



### Deputy Sheriff Robert Edward Arnow

Deputy Arnow died on June 20, 1921. He was shot when he tried to arrest a suspect for carrying a concealed .32 caliber handgun. Deputy Arnow knew the suspect and believed he could talk the man into surrendering peaceably. When he asked the man if he had a weapon, the suspect replied "Yes, I will give it to you," before firing five shots into Deputy Arnow from the pistol he had hidden under his coat. Deputy Arnow was hit with four of the rounds, one of which struck his neck and severed his spinal column. Deputy Arnow fell against the police chief who was with him at the time. This kept the chief from being unable to return fire against the fleeing suspect until after he lay down the mortally wounded Arnow. Arnow died two days later in Williams Sanitarium in Gainesville, after undergoing surgery. The suspect was later apprehended and hung by Sheriff Perry Ramsey, who tied the noose himself.

Deputy Arnow was survived by his wife, three sons and his mother.

### Deputy Sheriff Jack Allerton Romeis

Deputy Romeis died on February 1, 1988. Deputy Romeis lost his life as the result of injuries sustained in a vehicle crash approximately a month prior while pursuing a vehicle stolen by two juveniles. The two suspects were arrested after the accident. When Deputy Romeis died from his injuries, the juveniles were charged with third degree murder. They were sentenced to seven years in prison and eight years probation.



## History of the Alachua County Sheriff's Office

Deputy Romeis served the citizens of Alachua County as a full-time deputy for five years and as a reserve deputy for 15 years prior to that. He was survived by his wife and two daughters.

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