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CHAPTER ONE

ORGANIZATION

STRUCTURE, RESPONSIBILITIES, COMMAND, AND CONTROL

I. PURPOSE

The purpose of this directive is to establish a formal structure through which a logical arrangement of work, organizational structure, and clear-cut channels of authority are established; organizational components are arranged, defined, directed, and coordinated, and responsibilities are delineated.

II. DISCUSSION

This directive shall apply to all Sheriff's personnel. The Monroe County Sheriff's Office is headquartered in Key West, Florida with Sector Substations in Cudjoe Key, Key Vaca, and Plantation Key. Sector One (Cudjoe Key) is responsible for the geographical area up to the 40-mile marker of U.S. Highway 1. Sector Two (Key Vaca) is responsible for the geographical area from the 40-mile marker to the 66 mile marker and Sector Three (Plantation Key) is responsible for the geographical area from mile marker 66 to the Dade County Line (U.S. 1, 112.5-mile marker) and all territory of the southern Everglades in Monroe County. Sector Three is also responsible for all territory up to the Dade County line on Card Sound Road in north Key Largo.

The administration of the Sheriff's Office has been divided into three (3) basic primary functions called "Bureau(s)" under the direction of the Colonel and the Sheriff. The first, "Bureau of Administration" entails Divisions which support the overall goal of the Office, lend assistance to the other Bureaus and the Divisions, and have specific areas of expertise that require specialized formal training. The second, "Bureau of Operations" entails divisions directly related to the enforcement of law. While the third "Bureau of Corrections" consists of divisions, which oversee the care and custody of all persons incarcerated in Monroe County.

The Sectors are under the command of the Bureau of Operations. Each Sector is managed by the Sector Captain with a Station Commander, who holds the rank of Lieutenant. Because of the geography of Monroe County, Sectors One, Two and Three take on their own responsibilities of maintaining a holding facility, court security, communications, records management, patrol, and investigations. In essence, the Sheriff's office is divided into three smaller agencies each under the control of a Division Captain.

The Division functions described herein depict uniform office-wide policy and procedure to be administered at each Sector Station when applicable. Some division functions are only Headquarters' functions and are administered as such.

Each year the organizational structure of the office is updated and charted for distribution to all personnel.

III. POLICY AND PROCEDURE

A. Organizational Structure – Organizational Charts located in Appendix A

1. The order of administrative rank within the Sheriff's Office shall be as follows:

- a. Sheriff
- b. Colonel - Undersheriff
- c. Major - Bureau Commander
- d. Captain - Sector/Division Commander
- e. Lieutenant - Station Commander
- f. Directors - Division Commander

2. Sheriff

- a. The general administration and control of the Sheriff's Office are vested in the Sheriff, who shall be responsible for the government, efficiency, and general good conduct of the office.
- b. The Sheriff in the exercise of his duties, i.e.,
 - 1) The protection of life and property.
 - 2) The prevention of crime.
 - 3) The detection and arrest of offenders.
 - 4) The preservation of public peace.
 - 5) The ministerial duties as set forth under the laws of the state.
 - 6) The enforcement of all laws of the state and the public local laws of Monroe County over which the Sheriff's Office has jurisdiction.
- c. Office of Legal Services - It is the function of the General Counsel to render legal advice to the Sheriff, to initiate civil forfeiture proceedings against vehicles and other personal property used in the commission of a felony, and coordinate defense presentation in major civil litigation.

3. Undersheriff - Colonel

- a. The Undersheriff, who is appointed by the Sheriff for control and operation of the Bureaus over all, shall be under the control of the Sheriff and shall have authority to implement orders, rules, and regulations for the more efficient and effective operation of the Office.
- b. The Undersheriff shall be considered the first appointed executive officer in charge of the Office, and upon the absence of the Sheriff, the Colonel shall be in charge of the efficient and effective operation of the Office until the return of the Sheriff, at which time, the command of the Office shall automatically be relieved from the Undersheriff.

4. Bureau Commander - Major

- a. All Majors within the office are appointed by the Sheriff for the control and operation of their respective Bureaus, shall be Bureau Commanders under the control of the Sheriff and shall have authority to implement orders, rules, and regulations for their respective Bureaus for the more efficient and effective operations of the cause, so long as such orders, rules, and/or regulations do not violate, contradict, or dissolve the orders, rules, and regulations set forth in this manual.
- b. All Majors shall be considered the second appointed executive officer in charge of the Office, and upon the absence of the Sheriff and the Undersheriff, a Major designated by the Sheriff shall be in charge of the efficient and effective operation of the Office until the return of the Sheriff, at which time, the command of the Office shall automatically be relieved from the Major that was designated in charge.

5. Sector Commander - Captain

- a. All Captains within the office are appointed by the Sheriff for the control and operation of their respective Sectors, shall be Sector Commanders under the control of their respective Bureau Commander and shall have the authority to implement orders, rules, and regulations for their respective divisions for the more efficient and effective operations of the cause, as long as such orders, rules, and/or regulations do not violate, contradict, or dissolve the orders, rules and regulations set forth in this manual.
- b. All Captains shall be considered the third appointed executive Sheriff, the Undersheriff, and the Majors, the Captain designated by the Sheriff shall be in charge of the efficient and effective operation of the Office until any higher ranking member returns, at which time the command of the office shall automatically be believed from the Captain who was designated in charge.

6. Station Commander - Lieutenant

- a. All Lieutenants within the Office are appointed by the Sheriff for the control and operation of their respective stations and shall be Station Commanders under control of their respective Sectors or Bureau Commander and shall have the authority to implement orders, rules, and regulations for their respective stations or commands, as long as such orders, rules, and/or regulations do not violate, contradict, or dissolve the orders, rules and regulations set forth in this manual.

7. Division Commander - Director

- a. All Directors within the Office are appointed by the Sheriff for control and operation of their respective areas, and shall be Division Commanders under the control of their respective Bureau Commander and shall have the authority to implement orders, rules, and regulations for their respective commands, as long as such order, rules, and/or regulations do not violate, contradict, or dissolve the orders, rules and regulations set forth in this manual.

B. Bureaus And Components; Functions And Responsibilities

The function and responsibility for each bureau and its components are listed accordingly. Their responsibility is discussed followed by command and control.

1. Bureau of Administration

It is the function of the Bureau of Support Services to direct, coordinate and organize those divisions that are mandated by law and those sections that support the overall goals of the Office, and have specific areas of expertise that may require specialized formal training. More specifically, the components are:

a. Finance and Property Management Division - The Finance Division/Property Management Division is under the direct control of the Finance Director who answers directly to the Commander, Bureau of Administration. It is the policy of the Sheriff to have a Finance Division to prevent budget discrepancies, ensure that the projected flow of funds is proceeding as planned, and ensures that the uniform accounting code is being administered properly. The functions of the Finance and Property Management Division include:

- 1) Annual Budget Development.
- 2) Supervision of internal expenditures and related controls.
- 3) Maintaining a liaison with the government's fiscal officers.
- 4) Property Management Section - It is the policy of the Sheriff that all property owned or used by the Office be strictly maintained regarding its handling, security, and disposition. For capital assets this is accomplished through the initial identifying, labeling, recording and then the maintenance of the Property Management System as assets are added, transferred, replaced or destroyed. This section is responsible for identifying each item of office property, its cost and date of acquisition, location, condition, usage data, and relevant maintenance and repair data.

A more detailed explanation of these sections is found in Chapter 80.

b. Property/Evidence/Identification Division - Knowing that solving crime can be a meticulous, finely administered, and demanding activity, and knowing that physical evidence plays a major role in the investigation and solution of criminal acts.

- 1) Evidence and Found/Recovered Property Section - It is the policy of the Sheriff that all property acquired by the Office as found, recovered, or evidence is strictly maintained regarding its handling, security, and disposition. This section is also responsible for the secure and safe keeping of all property found, recovered, and as evidence or in the custody of the Office.
- 2) Identification Section - It is the policy of the Sheriff that all individuals who are booked into the Monroe County Detention facilities submit to having their fingerprints taken for the purpose of positive identification. Further, it is the Office's policy that these prints are classified and placed on file within the Office for the purpose of the future identification needs of the community.

A more detailed explanation of these sections is found in Chapter 52 and 54.

c. Information Management Division - It is the policy of the Sheriff that the Office have a Central Records Section to meet the management, operational, and information needs of the office and to place accountability for the records function in a specific specialized section. This component is more specifically concerned with field reporting and central records activities and is not intended to address the records function attendant to specialized entities within the office. The functions of the Information Management Division include:

- 1) Records Management Section - The Records Management Section provides reliable information to be used in management decision-making. This is accomplished through a Criminal Justice Information System, which includes statistical and data summaries of office activities and an administrative reporting program. The main functions of the Records Section are to:
 - a) Review reports for compliance with directives.
 - b) Ensure a record is made for each request for service.
 - c) Control reports.
 - d) Maintain records.
 - e) Retrieve records.

- 2) Data Processing and Maintenance Section - The function of Data Processing and Maintenance Section is responsible for overseeing the Office's computer resources and responds to calls for service regarding the operation of this equipment.

A more detailed explanation of this section is found in Chapter 52.

- d. Training Division - It is the policy of the Sheriff that the Training Division ensures that the needs of the Office are addressed. There is accountability for all training provided, and all training is consistent with the goals and objectives of the Office. Training is one of the most important responsibilities of the Office and serves three broad purposes. First, well-trained Members are generally better prepared to act decisively and correctly in a broad spectrum of situations; second, training results in greater productivity and effectiveness; third, it fosters cooperation and unity of purpose. The sections functioning within this division include:

- 1) Planning and developing training programs.
- 2) Notifying personnel of required training and available training.
- 3) Maintaining training records.
- 4) Assuring that required training programs are attended.
- 5) Implementing training programs.
- 6) Selecting instructors.
- 7) Evaluating training programs.
- 8) Coordinating training programs.

A more detailed explanation of this component is found in Chapter 55.

- 9) Career Development Section - It is the policy of the Sheriff that the Career Development Section provides opportunities for individual growth and development at all levels. It is designed to promote productive, efficient job performance and to improve the overall level of individual job satisfaction. More important, it is through career development activities that the upward mobility of personnel may be enhanced by specific opportunities for professional growth and improved job performance. The function of the career development section is to improve the personal skills, knowledge, and abilities of all sworn Members in order to successfully meet office tasks. Career development programs are voluntary and ensure all sworn Members equal access to training and development opportunities. The principal components of the career development program are career counseling and in-service training.

A more detailed explanation of this section is found in Chapter 56.

- e. Planning and Research Division - It is the policy of the Sheriff that the Planning and Research section of the Office is essential in order to respond to the amount and complexity of required planning and research functions. These activities are essential to effective office management, such as, the gathering of the necessary information to predict workloads, determine manpower, and gather other necessary data resource needs. Examples of data sources are calls for service reports, offense reports, arrest reports and UCR reports. More specifically, the functions and responsibilities of the Planning and Research Division include:

- 1) The collection, interpretation and dissemination of data that is essential to the making of management decisions.
- 2) The collection of Uniform Crime Report data for the Office.
- 3) The development of analytical reports for use by policy setting personnel.
- 4) The maintenance of all office manuals and written directives.
- 5) Grant writing.

- 6) Preparing long-range goals and objectives for the Office.
- 7) Studying anticipated workloads based on population trends.
- 8) Studying anticipated personnel levels and needs.
- 9) Studying capital improvements and equipment needs.

A more detailed explanation of this section is found in Chapter 50.

10) Crime Analysis Section - It is the policy of The Sheriff that collecting and analyzing readily available crime data and making this analyzed information regularly available to individual line officers and investigators can make them more informally aware and consequently more effective. Crime analysis is a scientific process, in the sense that it involves the collection of valid and reliable data, employs systematic techniques of analysis, and seeks to determine for predictive purposes, the frequency with which events occur and the extent to which they are associated with other events. The Crime Analysis Section provided useful information to aid operational personnel in meeting their crime control and prevention objectives by identifying and analyzing methods of operation of individual criminals, providing crime pattern recognition, and providing analysis of data from field interrogations and arrests. In addition, much of the information developed by the Crime Analysis Section is used by the Office in its long-range planning efforts by providing estimates of future crime trends and assisting in the identification of enforcement priorities. More specifically, the functions and responsibilities of the crime analysis section include:

- a) The collection of crime data.
- b) The collation of crime data.
- c) The analysis of crime data.
- d) The dissemination of analyzed crime information.
- e) Feedback analysis and program evaluation.

A more detailed explanation of these sections is found in Chapter 52 and 53.

f. Human Resources Division - It is the policy of the Sheriff to identify, appoint, and promote the best candidates available, not merely eliminate the least qualified. Benefits of positive recruitment, selection, and promotional policies are manifested in a lower rate of personnel turnover, fewer disciplinary problems, higher morale, better community relations, and more efficient and effective service. The Human Resources component is responsible for maintaining a recruitment program which attracts applicants for actual or forecasted Office vacancies, for the selection process as a whole, such as the combined effect of all selection procedures leading to recommendation for appointment, and for the promotional process regarding the publishing of written announcements, which include:

- 1) A description of the positions or job classifications for which vacancies exist.
- 2) A schedule of dates, times, and locations of all elements of the process.
- 3) A description of eligibility requirements.
- 4) A description of the process to be used in selecting members for the vacancies.
- 5) Switchboard - responsible for routing all incoming administrative calls and for providing telephone assistance as required.

g. Professional Standards Division - It is the policy of the Sheriff that the Professional Standards Division, through inspections, ensures all policies and procedures are being adhered to in compliance with State

and National Accreditation. A Lieutenant commands the Office of Professional Standards. The Office of Professional Standards is responsible for inspections, policy **development, accreditation compliance and maintenance of any agency policies.** (Revised 10/6/04)

- 1) Staff Inspections Section - It is the policy of the Sheriff that the Staff Inspections Section provide himself, other administrative personnel, and supervisors with a means to regularly assess the office's efficiency and effectiveness, as well as, providing information necessary to plan for change. This section is an essential mechanism for evaluating the quality of the office's operations, ensuring that the office's goals are being pursued, identifying the need for additional resources, and assuring that control is maintained throughout the Office. The Staff Inspection process compares the Office's formal expectations with actual performance. This section covers both line and staff inspections. Line inspections are generally conducted by first-line and mid-level supervisors, on a daily or weekly basis, to ensure that their personnel are adhering to basic office policy, procedures, and rules and regulations. Staff inspections are conducted by the Staff Inspection's Unit. These inspections are in-depth examinations of the particular functions and components of the office. Both line and staff inspections generate findings, conclusions, recommendations, and reports for consideration by the Sheriff and his staff. They also provide valuable information that may affect the planning efforts and content of training programs of the office.

A more detailed explanation of this section is found in Chapter 21.

2. Bureau of Operations - It is the function and responsibility of the Bureau of Operations to direct, coordinate, and organize the law enforcement resources of the Monroe county Sheriff's Office. To ensure property control, the Bureau has assigned these responsibilities to the various sections within the Divisions under it's control are as follows:

- a. Patrol Section - It is the policy of the Sheriff that the function and responsibility of the Patrol Section be:

- 1) The protection of life and property.
- 2) Performing preventive patrol.
- 3) Prevent and suppress crime.
- 4) Traffic direction and control.
- 5) Apprehend violators of the law.
- 6) Preserve public order.
- 7) Enforce the laws of Florida.
- 8) Enforce the ordinances of Monroe County, Florida.

A more detailed explanation of this section is found in Chapter 32.

- b. Criminal Investigation Section - It is the policy of the Sheriff that the Criminal Investigation Section be responsible for all death investigations, aggravated assaults, serious injuries, robberies, sex crimes, missing persons, detention facility crimes, crimes against children, frauds, forgeries, illegal checks, counterfeiting, auto thefts, arson and other document and white-collar crimes. The Criminal Investigation section will also conduct the necessary latent investigations on all referred offenses and will originate reports as required.

A more detailed explanation of this section is found in Chapter 34.

- c. Crime Scene Processing Section - It is the policy of the Sheriff that the Crime Scene Processing Section has the primary responsibility to process felony crime scenes and assist in other crime scene processing when requested. The function of the section includes the photographing and sketching of the crime scene, and protecting, collecting, and preserving of evidence.

A more detailed explanation of this unit is found in Chapter 91.

d. Communications Section - It is the policy of the Sheriff that the Communications Section provide vial communication links between citizens and county law enforcement and emergency services. The functions and responsibilities of the communications Section include:

- 1) Radio communications** - voice radio dispatch of Sheriff's Office patrol and investigation units, and coordinate activities of all enforcement, corrections, and service units.
- 2) Telephone communications/Emergency calls** receive and initiate response to all emergency calls and calls for Sheriff's Office Service.
- 3) Teletype and automated data communications** provides communication links and transfer of information between other government agencies.
- 4) Alarm** - dispatches Sheriff's units to alarms and notifies emergency number contact.

e. Court Security Section - The Sheriff is mandated by law to provide security in the court. The function and responsibility of the Court Security Section is to provide appropriate levels of security of the court's physical facilities and those for protection of the judge, jury, and all other participants in the proceedings in court, as well as, the public. The responsibility for the Court Security Section is assigned to the respective Division Commander.

A more detailed explanation of this section is found in Chapter 62.

f. Reserve Section - It is the policy of the Sheriff that the maximum of service be provided to the citizens of Monroe County with the least amount of expense possible. The Reserve Section enhances this policy goal. Reserve members are selected on the basis of their interest in and concern for the needs of law enforcement. Reserve members are not full-time law enforcement officers and are utilized at the direction of the Commander, Bureau of Operations.

A more detailed explanation of this section can be found in Chapter 46.

g. Special Investigations Division - It is the policy of the Sheriff that the Office remain, at all times, in a state of readiness to effectively control certain kinds of emergencies or unexpected or unusually high workloads that would be difficult for conventional operational components to handle. The responsibilities and functions of the Special Investigations Division include:

- 1) Special Weapons and Tactics Team usage**
- 2) Hostage negotiations**
- 3) Special purpose vehicle operation**
- 4) Decoy operation**
- 5) Undercover surveillance/stakeouts**
- 6) Bomb disposal**
- 7) Bomb threats**
- 8) Coverage of special events**
- 9) VIP protection**
- 10) Coverage of disasters**
- 11) Coverage of civil disorders**
- 12) Coverage of civil defense emergencies**
- 13) Traffic Enforcement**
- 14) Vice and Organized Crime**
- 15) Intelligence**
- 16) Juvenile Officer**
- 17) Homicide**

18) Crimes Against Women and Children

A more detailed explanation of these sections is found in Chapter 36,40, 41, 42, 43 and 44.

19) Vice and Organized Crime Section - It is the policy of the Sheriff that the Vice and organized Crime Section be a vital part of the Office because it is well recognized that organized crime and vice activities are not restricted to large urban areas but can exist in any community where it is possible for a group of persons to establish an organization for criminal activity that provides a continuing financial profit. More specifically, the Organized Crime and Vice Control Section is responsible for controlling the following activities:

- a) Loan Sharking
- b) Labor racketeering
- c) Corruption
- d) Extortion and/or bribery
- e) Theft/fencing rings
- f) Illegal sale and distribution of liquor and tobacco
- g) Illegal sale and distribution of controlled substance
- h) Illegal gambling operations
- i) Illegal prostitution and pornography
- j) Firearms
- k) Related Criminal Activity

A more detailed explanation of this section is found in Chapter 42.

20) Traffic Enforcement Section - It is the policy of the Sheriff that the Traffic Section be responsible for the planning, analysis, inspection, and coordination of the Office's traffic enforcement activities. Although the primary responsibility for enforcing traffic laws rest with all members of the uniform patrol section, the specific responsibilities of formulating policy and procedure, program evaluation, data collection and analysis, development of effective enforcement techniques, implementation for traffic enforcement lie with the Traffic section. A specific primary function of the Traffic Enforcement section is the enforcement of DUI laws.

A more detailed explanation of this section is found in Chapter 40.

21) Intelligence Section - It is the policy of the Sheriff that the Intelligence Section be principally concerned with collecting, processing, and disseminating information in specified problem areas such as organized crime activities, subversive activities, vice activities, terrorism, civil disorder, and the like. This section does not enforce the law, rather it gathers information to disseminate to other operational components. More specifically, the Intelligence Section ensures the integrity and legality of gathering information and provides methods for ensuring informants are secure in their anonymity and provides procedures for ensuring information collected is limited to criminal conduct and relates to activities that present a threat to the community.

A more detailed explanation of this Section is found in Chapter 42.

22) Juvenile Section - It is the policy of the Sheriff that the office is committed to the development and perpetuation of programs designed to prevent and control juvenile delinquency. This goes beyond enforcing the law. When dealing with juveniles, members should always make use of the least coercive, reasonable alternative as long as it is consistent with preserving public safety, order, and individual liberty. The responsibilities and functions of the Juvenile Section include:

- a) Conducting follow-up investigations of cases involving juvenile offenders.
- b) Processing youth arrests.

- c) Preparing and presenting court cases in which a juvenile is involved.
- d) Diverting juvenile offenders out of the criminal justice system.
- e) Designing and implementing programs intended to prevent delinquent and criminal behaviors by youths.

A more detailed explanation of this section is found in Chapter 43.

- 23) Crimes Against Women and Children - It is the policy of the Sheriff that the crimes against women and children section be responsible for investigations of all sex crimes and crimes against children.

A more detailed explanation of this section is found in Chapter 43.

- h. Civil Process - The Civil Process Section possesses one of the most important functions performed by the Sheriff. The Sheriff, by law, is responsible for serving process originating in the Supreme Court, Sector Court of Appeals, Circuit Court, County Court, and other governmental agencies. This section also executes writs and levies and holds sales to satisfy civil judgements. The "Process" includes:

- 1) Non-Enforceable Writs (summons)
- 2) Notice of Hearing
- 3) Restraining Order
- 4) Witness Subpoena
- 5) Jury Summons
- 6) Subpoena Duces tecum
- 7) Writ of Garnishment
- 8) Eminent Domain Proceedings
- 9) Writ of Habeas Corpus
- 10) Notice to Vacate
- 11) Incompetency Proceedings
- 12) Rule Nisi
- 13) Writ of Mandamus
- 14) Writ Ne Exeat
- 15) Distress Writ
- 16) Writ of Assistance
- 17) Writ of Possession
- 18) Civil Arrest
- 19) Writ of Replevin
- 20) Writ of Attachment

A more detailed explanation of these sections is found in Chapter 57.

- i. Community Relations Division - It is the policy of the Sheriff that his office be one of openness and candor to the public in order that it have the support of the community and operate effectively. The office can obtain such support by informing the public and the news media of events that affect the lives of the citizens of Monroe County. It is important that the information relayed to the media be conveyed accurately. It is also important that the Office identify and address problems arising between the community and itself. Programs geared towards increasing the community's understanding of the Office increase public confidence. Therefore, the Office is committed to establishing close ties with and responding to the needs of the community.

In addition, it is the policy of the Sheriff that his Office continually establish specific policies, goals, and objectives for development and perpetuation of community crime prevention programs. The section's function is the prevention of crime through citizen awareness, education, and also public/private participation.

A more detailed explanation of this section is found in Chapter 70.

- j.** Internal Affairs Section - It is the policy of the Sheriff that all allegations of member misconduct be appropriately investigated and promptly adjudicated. All reports or accusations made against a member of the Office or the Office itself from all sources are to be completely investigated to ensure the integrity the office and its members. This section is under the command of the Inspector General.

A more detailed explanation of this section is found in Chapter 20.

- 3.** Bureau of Corrections - It is the function and responsibility of the Bureau of Corrections to direct, coordinate, and organize the correction resources of the Monroe County Sheriff's office. To ensure proper control, the Bureau has assigned these responsibilities to the various Sections within the Divisions under its control as follows:

- a.** Security Section - This section ensures that individuals booked within Monroe County Detention Facility are processed and maintained in accordance with the laws of the State of Florida.
- b.** Records Section - This section is primarily responsible for maintaining all records which are created as a result of an individual being detained in any facility operated by the Monroe County Sheriff's Office. Further, this Section is responsible for ensuring that adequate information is taken at the time of initial booking to support the operation of the Monroe County Criminal Justice Information System, as well as, the arrest portion of the Office's Uniform Crime Report.
- c.** Transportation Section - This section is primarily responsible for ensuring that the transportation needs of inmates are met in regards to court appearance, medical, and court order.
- d.** Medical Section - This section is primarily responsible for ensuring that the medical needs of the inmates are met in accordance with accepted medical standards.
- e.** Canteen Section - This section is primarily responsible for ensuring that inmates are given an opportunity to purchase canteen supplies not normally supplied by the office (i.e., candy, toiletries, etc.).