

GSA Insider

Great Service Always!

GENERAL SERVICES AGENCY NEWSLETTER MARCH 2024

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From the Director...

Service is an important part of our business – not only is it part of our name, but it is part of our mantra, too. In this issue, we focus on service: the services we provide and the special people who make it their personal motto to provide Great Service Always. Part of the idea of service is that we're here to support the entire County organization which is one reason I accepted Dr. Johnson's request that I serve as the Interim Director of the Public Works Agency.

GSA announced our 2023 Employees of the Year. Learn why this coveted recognition went to three special, deserving team members. Continue reading on and let us introduce you also to our newest managers and principal engineer.

Along with welcoming our new hires, GSA fondly waved goodbye with multiple retirements this quarter. Rob Harris, retires after 34 years of public service and a pillar in GSA as the maintenance principal engineer.

We also sadly lost too soon two members of our GSA family, Daniel Ramirez and Kelli Stewart. Yet, they will always live on in our memories.

Let us not forget the wild waves Ventura had at the end of 2023! These storm waves damaged the Faria Beach campground and Rincon Day Use areas. Great kudos to our Parks Rangers who cleaned up debris and quickly reopened these popular destinations.

Hard at work, our Fleet team updated the vehicle preventative maintenance website and made it safer to wash County vehicles at the Service Building car wash. Our Procurement team helped the County Sheriff's Office in big ways, turn the pages to learn more about GSA Service.

Until next time,


David J. Sasek, P.E.

New Temporary Leadership Assignments

Congratulations On Your Temporary Promotions!

Director Dave Sasek was asked by CEO Dr. Johnson to serve as the Interim Public Works Director. Chief Deputy Director Craig Clutts will step into the position of Interim GSA Director and Dave Barley, Special Services Manager has graciously accepted the Interim GSA Chief Deputy Director. These temporary assignments began April 1st and are expected to last a couple of months until a new PWA Director is hired.

Best of luck in your temporary assignments.

GSA Surplus Ranks 4th in Sales Nationwide!



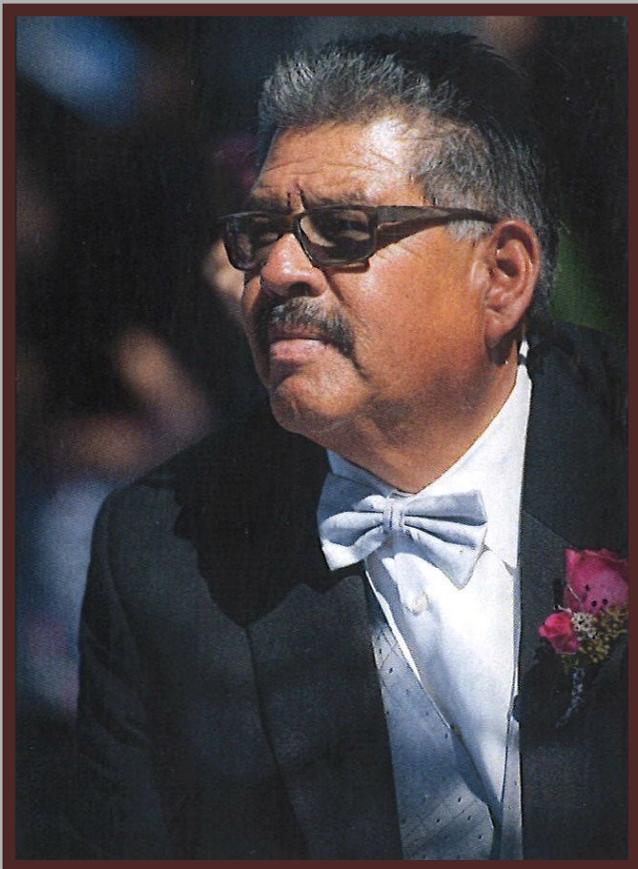
Left to right: Joel Landin, Ryan Pimentel, James Dorman and Ruben Silva.

Congratulations to the powerhouse Surplus team! Joel Landin, Ruben Silva, and Jim Dorman with great support from Ryan Pimentel and Melyssa Vicencio. They ranked 4th in sales nationwide on the PublicSurplus.com platform.

Surplus' unwavering focus on stewardship, partnership, and delivering exceptional customer

service truly sets them apart amid a high-volume, fast-paced environment. Additionally, with a keen focus on reducing land-fill waste, recycling, and re-using items within Ventura County, this staff definitely shows they value sustainability and preserving our natural resources. Outperforming 475 other participants is an incredible testament to their commitment to service excellence and their ability to deliver consistent results.

In Memoriam:



On January 10, 2024, the Parks Department lost a valuable member of the Maintenance Team.

Daniel "Danny" P. Ramirez, worked for the Parks Department since 1982 in his own community of Piru. He was responsible for Warring Park, Piru Community Center, Piru Town Center and the Piru Trail. Additionally, Danny had a historied career with the City of Fillmore, Caltrans, Lake Piru and as a reserve firefighter for Ventura County Fire Engine 28. He was a member of the Piru Parks Commission, Piru Neighborhood Council, CERT Team, and many other local organizations. As the unofficial "Mayor" of Piru, Danny's smile and helping hands were always there to greet and assist anyone in need. He will be missed throughout the County.

On Friday, March 8, 2024, we lost a valuable team member in Housekeeping Supervisor, Kelli Stewart.

Kelli proudly served the County and GSA for 34 years. Kelli took great pride in her work and always strove to provide the best service possible. Kelli was a good mentor and was respected and well-liked by peers and staff. Her willingness to always pitch in and help her team succeed demonstrated her remarkable dedication and work ethic. Kelli will be greatly missed.



"As you were, you will always be, treasured forever in our memory."

Congratulations to GSA's Employees of the Year 2023

Congratulations to the 2023 Employees of the Year: Diane Grace, Parks Department, Maintenance Worker III, Samantha Crostic, Senior Buyer, Procurement and Lorenzo Villa, Staff Services Specialist I, Grounds, Facilities and Materials. Their nominating team members and fellow coworkers had plenty to say about the great work these folks do every day!

Diane Grace



2023 Employee of the Year, Line/Field Staff:

Diane was nominated as she provided excellent leadership, organization, and vision to achieve new heights and provide a higher level of service to our Parks customers. She played an instrumental role in developing a new partnership with the Probation Department work release program, with Parks now supervising program participants. She ensured Parks developed a sustainable way to increase their manpower with little additional cost. Through creative thinking, Diane worked with management to devise the best methods for Parks supervision to maximize the number of workers and efficiency of time at each work location. Diane took responsibility for multiple aspects of execution of this program. Since January 1, 2023, the collaboration with the Probation's work release program has provided 724 workers; with a savings equating to 3 full-time employees. Without Diane Grace, GSA County Parks would not have had the ability to so quickly be successful in the implementation of this new program.

2023 Employee of the Year, Administration:

Samantha continually demonstrates an urge to excel as a team member and a Procurement team leader. She restructured and improved the VCFMS Standard Terms and Conditions guide and the Requisition Submittal Checklist which Procurement includes on the County website for all other agencies. As a buyer, she took it upon herself to create detailed procedures to better assist her agencies understand the proper policies and processes when purchases are grant funded. Through the greater understanding of their purchase order creation, Agencies have expedited their Procurement and Auditor Controller approvals. She also recently facilitated a Request for Proposal for CEO for a COVID After Action Report and Implementation Plan. Running this solicitation, she had to start from scratch, as there were no similar public entity competitions to draw upon. Samantha additionally organized the Achievement of Excellence in Procurement submission for the team making sure the criteria were met and submitted on time. Procurement, thanks to Samantha's diligence, was a successful winner of the AEP award in 2023!

Samantha Crostic



Lorenzo Villa



2023 Employee of the Year, Supervision/Management:

Lorenzo has a multitude of ideas, plans, and suggestions. It appears he must be thinking 24 hours a day! He can often be seen training his staff on irrigation and plant management issues, along with equipment maintenance and safety protocols. He treats his staff with respect, which in turn, is given back to him. Recently, it was proposed to add a pollinator garden to the courtyard area as part of the County solar project offset plan. Immediately after the discussion, Lorenzo presented a well thought out drawing and a project management schedule. His drive to maintain, but further, to improve County facilities is evident and can be seen by the addition of multiple pollinator gardens, increased number of trees planted on campus and utilization of drip irrigation and mulch to reduce water in compliance with drought restrictions. Lorenzo's creativity clearly shines through in the gardens he and his team have created and in keeping such an attractive government campus. Lorenzo is a bright spot for the future of GSA.

DID YOU KNOW...?

Business Support Mail Center & Couriers

6 courier routes serve
329 daily stops countywide
including **14** Library locations



Robyn Holland and Mohammad Reza Talaei Mojeh unload books from the County libraries

2.75 million pieces of commercial mail processed and sent

\$206,236 in USPS commercial mail postage savings



Matt Arve prepares medical instruments for delivery

21,736 packages, envelopes,
& pallets received at the dock



Ali Esquivel and Lance Finney meter mail postage

Spotlight on:



New Staff Services Manager: Mark Martinez

GSA Business Support Services welcomed Mark Martinez as the new Staff Services Manager for the Mailroom, Warehouse and Surplus.

With over 20 years of experience leading high-performance teams, Mark is well positioned to build upon the GSA Mission providing staff expertise and cost-effective service delivery.

Mark's work experience includes event production and logistics within five-diamond hotels, along with warehouse and inventory operations. He will continue our tradition of outstanding customer service and care. He is comfortable with both service data and technology. Pending technology projects this year for GSA will include software replacements for our USPS metering systems and parcel packaging tracking software, along with reviewing our inventory management workflows.

Most importantly, he is looking forward to building relationships with the team and other departments.

Mark is a 16-year resident of Ventura and lives with his wife and 2 daughters, ages 10 and 12, and his beagle, Frida. In his free time, you may find him on the beach with his fishing rod in hand, coaching his daughter's soccer team, or working on projects around the house. Mark has a degree in Music with an emphasis in Business from Cal Poly Pomona.

New Staff Services Manager: Gary Howard

GSA Business Support welcomes Gary Howard as the new Staff Services Manager for Document Services.

Gary comes to the Country of Ventura after a successful medical device development software development career. Gary and his wife, Cj Howard, have lived in multiple cities in Southern California since 1999. Gary enjoys building remote and driving remote control off-road race cars and publishing technical content on the YouTube platform.



New Principal Engineer for Maintenance: Dylan Wheeler

Dylan Wheeler is a native of Novato, California. He graduated and commissioned from the United States Naval Academy in May 2013, where he played four years of Division I Baseball and received a Bachelor's of Science in Systems Engineering.

Upon commissioning, he reported Naval Air Station Pensacola, Florida, in July 2013, as a Student Naval Aviator. In January 2015, Dylan successfully re-designated to the Civil Engineer Corps and was assigned to Gulfport, Mississippi. From 2015 to 2017, Dylan led Sailors on deployments to Djibouti, The Bahamas, and Cameroon, executing construction and maintenance projects. After returning from deployment, he reported to Marine Corps Base Camp Pendleton, California in November 2017. There he served as the Supervisory General Engineer and Construction Manager, leading a civilian and military workforce that managed major construction projects valued at \$255M. In July 2020, Dylan was assigned to Port Hueneme, California and served as an Operations and Training Manager. He most recently concluded ten years of Active Duty Service and continues to serve in the Navy Reserves.



Dylan is a registered Engineer-in-Training in the State of Florida and a qualified Seabee Combat Warfare Officer. He holds certifications through the Department of Defense in Contracting and Public Works and is currently working on his Project Management Professional (PMP) Certification. He is a member of the Society of American Military Engineers (SAME). His personal awards include the Navy Commendation Medal (2), the Navy Achievement Medal (2), and various other service and campaign awards.

Dylan currently lives in Ventura with his wife, Megan, and has two boys, Kade (7), and Jett (5). Together, they love traveling, hiking through National Parks, and eating delicious food. Dylan's other interests include real estate, reading, playing golf, and watching college football. He is honored to continue to serve the Ventura County community and is excited to be a part of the GSA team!

New Maintenance Manager: Allyn Cahoon



GSA Maintenance welcomes Allyn Cahoon as the new Maintenance Manger.

Born in St Johns, Michigan, raised between the Midwest and California landing permanently in Santa Barbara. He definitely considers himself a Californian.

Allyn studied Mechanical Engineering, History and Healthcare Management at Santa Barbara City College while also learning the building trades. He started in HVAC then refrigeration, ending up as a Stationary Engineer running steam plants for medical facilities. Always looking for challenges he continued completing coursework and professional development to move into supervisory and facilities management roles. Allyn started at GSA in 2006 as Maintenance Supervisor, doing tours so to speak, at all the major locations in Ventura

County, and now Facilities Maintenance Manager over Todd Road Jail and East County. He is very proud to work for Ventura County, it continues to be the pinnacle of his professional life.

He did find time to raise a family, 3 boys and a girl, they all are grown and quite accomplished in their own right which makes him a very proud father.

When not working, Allyn and his wife Gail spend time with their growing group of grand kids. They also love to play tennis, hike in the mountains and occasionally travel to far off lands and get lost in other cultures.

Customer Service Shout Outs



A PWA customer expressed gratitude for a quick response from **Edgar Villaseñor** and **Pedro Baylon** - "I put in a work order yesterday afternoon at 4:07 p.m. to request a cubicle deep cleaning. The cubicle was thoroughly and spotlessly cleaned by Pedro by the time I came in at 6:30 this morning. This is outstanding customer service! I cannot express enough what a great job the entire custodial staff does daily to keep the HOA looking top-notch. Everything is always impeccable."

The GSA landscape crew has been hard at work for two consecutive weekends removing (12) old concrete bench slabs. A very big thank you to the landscape crew, **Carlos Nicasio, Ruben Centeno, Juan Rivera, Antonio Barajas, & Sabino Benitez** for the hard work and commitment to get projects like this completed, and for consistently showing their stewardship over our beautiful grounds.

Jim Fitzgerald from GSA-IT is and has been instrumental to the success and ongoing operations of Security during the vacancy in our Office Systems Coordinator position. In addition to assisting with the daily systems maintenance needs and various customer requests for changes to access control schemes, badge transaction history reports and any other customer issues, Jim also stepped up and was instrumental during the relocation of the Security Control Center (SCC) staff and equipment related to our scheduled SCC upgrade but also in response to the unexpected flood of the SCC. Jim is doing a great job balancing increased workload and mastering new systems. Jim, your Partnership with Security so that we maintain good Stewardship over our security systems has not gone unnoticed! Great work Jim!!!

Milane Acevedo, Executive Assistant to the CEO sent the following about **Diana Ly**:
"Just wanted you to know that Diana Ly is a perfect example of Great Service Always! Even though I called after counter hours, she was able to get me what I needed and make necessary arrangements. LOVE IT! Thanks so much Diana I appreciate you!" Awesome Customer Service, Di-



Joan Araujo gave GSA Maintenance appreciation for their efforts temporarily stopping water from a crack roof drain and then immediately ramping up to replace a 10-foot section of pipe in the ceiling of the 3rd floor of HOA in the newly renovated PWA area - "Hi Dave, yesterday a little before 10:30 I heard water running on 3rd Floor. When I checked I saw a waterfall coming from the ceiling. In no time it was a downpour with ceiling tiles crashing. Your staff responded, saved a lot of our brand new just installed furniture, created a temporary fix for the downpour from the cracked drainpipe, brought in a new pipe, installed it, and put us back together. By 3 PM tarps had been removed, and blowers were going. This morning the ceiling is also put back together. Your team was prompt, professional, and so very effective. Having that drain pipe on hand made all of the difference, especially with this next storm rolling in." This work was accomplished by **James Weaver**, who is assigned Fire but happened to be in the area, **Steve Blair, Jesse Chavez, Joseph Rodriguez, Frank Macias** and their supervisor, **Allyn Cahoon**.

Harbor Director **Ernie Moore** reached out to tell us "The Ventura County Harbor Department couldn't be more pleased with the assistance provided by **Rory Aronsky** in procuring two new, much-needed Harbor Patrol boats." Harbors has two older boats that are at the end of their useful life and heading to surplus when these are delivered. Director Moore was thrilled with Rory's help "equipping our Harbor Patrol staff with the proper equipment to effectively monitor traffic and respond to emergencies on a 24/7 basis."

"Hi Chris & Team (**Carol King, Melissa Lorenzen, and Cody Arellano**) -Just a quick note of appreciation for your team's quick turnaround for us today. Everything went flawlessly with the vehicle - the telematics technology is fascinating! Being able to open and close the vehicle with the FOB, the built in emergency gas card, being able to get the key out of the handheld unit in the glove box - great stuff! Thanks for what you do!

Best, Mark Peryman,
Chief of Staff for Supervisor Gorell

Every two years, the medication refrigerators' monitoring devices need re-certification for Public Health and Ambulatory Care. This not an easy task to log, coordinate and distribute to technicians. I appreciate and want to put a shout out to **Nelson Salonga** for the hard work and dedication to log the new sensors into inventory and for setting up each device per clinic for the technicians to go out and install. There are 3 separate devices that monitor the medication units and between the Humidity sensors and Smartsense probes, there were 180 monitors that required re-certification and changed out by the end of March and April 2024. Great work Nelson!



Betsy Swanson Hollinger from CEO HR Training sent the following about **Peter Berry**: "Peter, thank you so much for your diligence and wonderful yet compassionate way you were working with Angela. So often the public or stakeholders do NOT get the level of understanding, empathy, and clear information that you were able to provide to her. I know you went out of your way to craft your messages so they maintained our healthy relationship we have with Angela. I hope your team knows you have superpower with this type of customer service and I'm cc'ing your leaders to be sure!"



Movin' & Shakin' – Who's coming, who's going in GSA

NEW HIRES

Administrative Services:

Administration

Sydney Olson, Clerical Trainee
Aaron Wilson, Office Assistant IV

Mail Center

Mark Martinez, Staff Services Manager II
Andrew Neece, Courier II

Document Management

Zulema Covarrubias, Graphics Technician III

Facilities and Materials:

Dylan Wheeler, Principal Engineer
Jissel Santa Rosa, Clerical Trainee

Housekeeping

Brianna Bertrand, Management Assistant II
Christopher Dalusong, Custodian II
Alfredo Gonzalez, Custodian II
Salvador Zavala, Custodian II

Fleet Operations:

Adrian Duran, Student Worker III
Jose Gurrola, Parts Specialist
Jose Torres, Garage Attendant

Parks Operations:

Dwayne Bozeman, Program Administrator III
Andrew Hawk, Maintenance Worker II

Procurement:

Eliza Hernandez, Clerical Trainee
Scott Mitchell, Principal Buyer

PROMOTIONS

Administrative Services

Administration

Luz Avitud, Staff Services Manager I
Edgardo Angkico, Digital Sys Electronics Tech II

Facilities and Materials

Maintenance

Allyn Cahoon, Manager-Facilities Maintenance
Charlotte Cubitt-Serrano, Clerical Supervisor II
Garrett Harmon, Certified Bldg. Maint. Eng.
Nathan Paul, Facility Operation Specialist I

Parks Operations

Chad Bowie, Chief Ranger

RESIGNATIONS / SEPARATIONS / TRANSFERS

Administrative Service

Esme Squires

Facilities and Materials

Jason Straiten

Parks

Adrian Ayala

RETIREMENTS

Salvador Duarte, Custodian III
Rob Harris, Principal Engineer
Steve McLaughlin, Manager- F & M
Leslie Reed, Staff Services Specialist II
James Sabo, Digital Systems Electronic Tech II

*GSA at it's Lowest Vacancy Rate
Great Job GSA HR!*



GSA is currently at a 10% vacancy rate.

Thank you to the newly expanded GSA HR team for working so diligently with operations through the arduous processes to quickly fill our open positions.

Thank you for all your hard efforts!

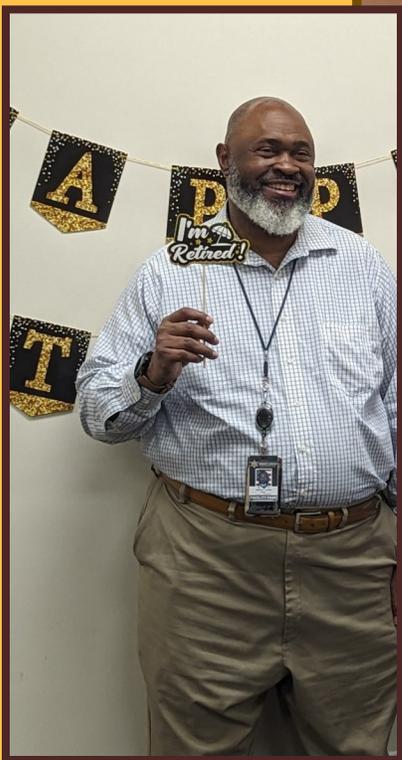
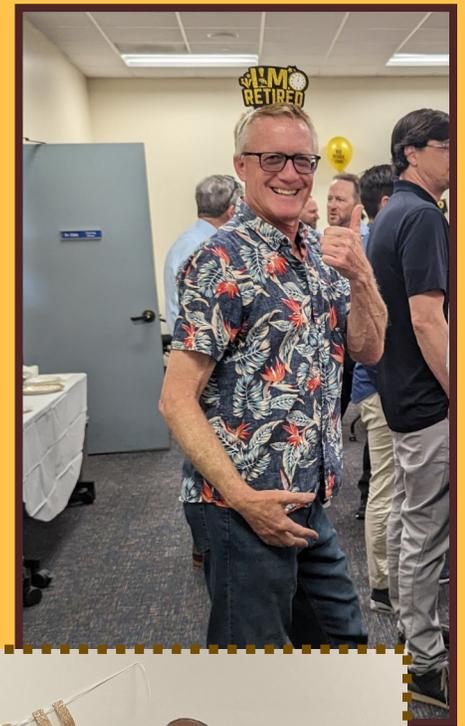
Happy Retirement

Steve McLaughlin

Manager-Facilities Maintenance, retired from the County of Ventura after almost 18 years of service. Steve began his career with GSA as a Facility Operations Specialist II assigned to the Pre-Trial Detention Facility, later promoting to the Manager position.

He is proud of having a hand fostering a strong working relationship between the Sheriff's Office and GSA. A noteworthy accomplishment entailed upgrading the roll-up garage door to the HOJ underground parking garage.

Previously, the garage entrance/exit was through a single door, that kept burning out motors from overuse. Steve provided the solution to have two doors, one for entry and one for exit.



Rob Harris

 GSA's Principal Engineer,

Is hanging up his hat up after nearly 25 years of service with GSA and the County of Ventura, and a total of 35 years of government service. Rob progressed through various positions on his way to Principal Engineer, amassing a wealth of knowledge and experience along the way. Some of his notable moments include participating in the design of the Juvenile Justice Complex and resolving long-standing issues with the vacuum toilets at Todd Road Jail. During his leadership, Rob experienced significant growth in the number of facilities maintained by GSA.

What Rob will miss most about working for the County of Ventura is the people, and the relationships formed along the way. After many years of hard work, Rob is looking forward to some well-deserved rest and relaxation and spending more time with his wife and kids.

Celebrating Staff!

Board of Supervisors' Employee Continuous Service Recognition



David Esquivel, Fleet 35 Years



JJ Jauregui, Fleet 40 Years



Peter Nguyen, IT 30 Years



Director's Challenge Coin Winner

Congratulations to Ryan Stover!



Ryan received the Director's Challenge Coin in recognition of outstanding effort to provide procurement support for the Sheriff's Comprehensive Opioid, Stimulant, and Substance Use Program grant. Ryan assisted the Sheriff's office to identify and secure transitional housing for recently released inmates undergoing opioid addiction treatment. Ryan researched local motels located all throughout the County to provide temporary lodging, with each person eligible for up to three days of stay. These procurement activities not only provided a crucial foundation for individuals embarking on their journey to recovery but also alleviated the strain on existing resources within the criminal justice system, fostering a smoother transition from incarceration to rehabilitation.

What's New in Parks?

Rincon Parkway Reopening

Rincon Parkway camping reopened to the public on January 5, 2024, after completion of the Caltrans repaving project on the southbound lane of Pacific Coast Highway 1.

Repaving continues on the northbound lane and an additional project to install pervious surface along the highway will be implemented with limited disruption to camping on the Rincon.



Contact Us

If you have questions about park projects, please e-mail Colter Chisum at colter.chisum@ventura.org. All other inquiries can be directed to the appropriate e-mail address or phone number listed below.

Park Reservations Line:
(805) 654-3951
(to reserve group day-use areas and individual campsites)

Park Ranger Desk:
(805) 672-2071

Park Maintenance Desk:
(805) 672-2073

General Questions and Comments:
county.parks@ventura.org

Visit us on the web at:
www.ventura.org/general-services-agency/parks-department.

Parks faces extreme weather



Another wet season for County Parks, but Parks staff take it in stride!

On December 28, 2023, the County experienced a high surf event that evacuated campgrounds and coastal areas and caused park damages.

Faria Beach Campground remained closed through January 5, 2024. Maintenance cleaned up the displaced fire rings and tables, repaired RV hook-ups, removed mud and debris throughout the campground and replaced rock material in campsites. Additionally, staff cleaned up the Rincon Day Use area parking of wood debris, mud, and sand that accumulated from the storm.

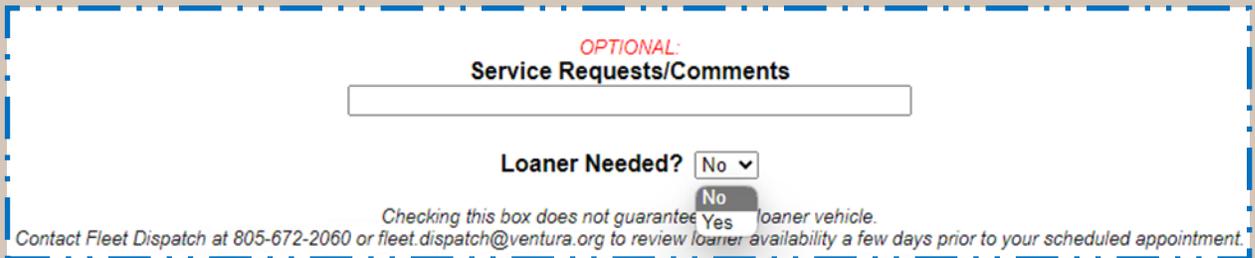
Multiple atmospheric rivers have brought high volumes of rain this season but by all accounts, Parks have fared well this season.



Update to Fleet's Preventative Maintenance Website

Check out our updated PM Scheduler!

Fleet Services has now included a "Loaner Needed" drop down box for customers to request a loaner vehicle at the time of their scheduled service. By selecting "Yes", Fleet staff can now identify the need and facilitate the loaner exchange process at the time of vehicle drop off. This feature was developed in response to comments made in our Customer Survey. Thanks to the efforts of Roland Houben, in collaboration with Flagship Fleet, this UPDATE was quickly implemented and is currently available for use by all of our customers.



The screenshot shows a web form with the following elements:

- A red heading: **OPTIONAL:**
- A text input field: **Service Requests/Comments**
- A dropdown menu: **Loaner Needed?** with options **No** and **Yes**.
- Footnote text: *Checking this box does not guarantee Yes loaner vehicle. Contact Fleet Dispatch at 805-672-2060 or fleet.dispatch@ventura.org to review loaner availability a few days prior to your scheduled appointment.*

Easy to Use

Car Wash Kiosk at the Government Center Garage



It's now easier than ever for customers to facilitate car washes with the new kiosk installed at the Government Center garage!

Previously, customers had to fob in at the gas station about 30 feet away with a limited timeframe to enter the car wash. This would lead to customers rushing across the parking lot or require them to return to the kiosk to reactivate the system.

Now with a kiosk installed next to the car wash, customers can park directly in front of the wash bay and activate the system.

This addition improves the entire area creating much safer use and ease of access.



Community Action Brought to You

Through Procurement Services, Sheriff Sergeant Robert Davidson from Narcotics was able to purchase a Forward Looking Infrared (FLIR) Camera for their Sheriff Law Enforcement helicopter. The remarkable \$496,000 camera was purchased through Operation Stonegarden, a federal grant. Without Procurement Senior Buyer Ryan Stover's dedicated efforts, the grant was almost lost. The camera had to be received within the grant deadline, but the vendor's lead time was 4-6 months. With Ryan's skill of persuasion and knowledge of procurement public policies, he negotiated an accelerated delivery time to receive the camera in 1.5 months and comply with Operation Stonegarden grant deadlines.



Right to left: Geraldine Johnson, Sergeant Kelly Roark and Ryan Stover



This camera has the ability to live stream camera feed directly to Ventura County Office of Emergency Services (OES). Compatible with existing SWAT special goggles, only SWAT can see the specialty infrared laser from the FLIR camera. The mounted helicopter camera additionally works in cooperation with the new Sheriff Ocean Patrol vessel, also purchased through Operation Stonegarden, for increased presence and enforcement.

Sergeant Kelly Roark expressed his gratitude to Procurement team members, Cliff Chroust, Ryan Stover, Geraldine Johnson, as he explained the true community benefits of the camera. For example, the helicopter camera was recently used in a theft case in Thousand Oaks where the helicopter assisted deputies in pursuit on the ground. After the suspect exited the vehicle, the camera was able to track the suspect's footprints, due to the sensitivity of the camera tracking the heat signature on the cold concrete.



The spotlights and antennas work in conjunction with the camera to display a heat color spectrum that is so precise, the camera if close enough, can even detect objects thrown from suspects pockets when in pursuit.



Sergeant Roark could not say enough about how grateful the Sheriff's department was in receiving this camera, its capabilities, and personally to Procurement for making it happen.

Thank you, Procurement, for helping law enforcement keep our County safe!