

OFFICE OF THE SHERIFF ROCKDALE COUNTY, GEORGIA

Eric J. Levett
Sheriff

Richard S. Freeman, Ph.D.
Chief Deputy



Tel: 770.278.8000
Fax: 770.785.2494

MEMORANDUM

DATE: APRIL 5, 2013

TO: SWORN SHERIFF'S OFFICE PERSONNEL

FROM: ERIC J. LEVETT
SHERIFF 

SUBJECT: TRANSITION TEAM

Accompanying this memorandum is the full Transition Team report that was submitted this week. As part of my promise to each of you, I am releasing the report to all personnel. No material has been removed from this report, and you are receiving it as I received it from the Transition Team. As you read through the Transition Team report, please understand that the specific recommendations inside the report are simply **recommendations** of the Transition Team. Those identified recommendations do not necessarily indicate that those recommendations will be implemented; however, it should be noted that the recommendations will be studied for implementation feasibility.

I want to thank each of you for your open, candid responses to the Transition Team. The work of the Transition Team has been an incredible asset to me since taking office. Their work will lay the foundation for us to move forward with direction and certainty on modernizing the Rockdale County Sheriff's Office while addressing the needs of our employees and citizens. In the coming months, we will be working on developing a strategic plan for the Sheriff's Office. As many of you know, building a strategic, five-year plan will be a lengthy process. At present, I expect the plan to be completed by the end of this year. However, please note that many of the issues and problems that have been identified are corrected or are presently being addressed.

In closing, I want to encourage each of you to read the full Transition Team report, taking note that the Transition Team has commended the quality of the personnel here at the Sheriff's Office. I could not agree more and commend you all for the excellent work and the dedication that you demonstrate each and every day!! The personnel here at the Sheriff's Office are our rock solid foundation for moving forward.

If there are any questions, please direct those to my office or to the Chief Deputy.

Rockdale
County
Transition
Team
Final
Report

March 31

2013

Top down management review of the Rockdale County Sheriff's Office
completed by the RCSO Transition Team

Management
Review

Summary

The Rockdale County Transition Team was requested by Sheriff Elect Eric Levett as an endeavor to assist him with the most seamless and appropriate transition from the former Sheriff's administration to his own. The team is comprised of various entities around the local Metro area and is made up of those with a broad diverse experience base in law enforcement. All members of the team are volunteers whose goal is to research, observe and make recommendations of ways to improve the Sheriff's Office. The team began, officially, on January 1, 2013 and has completed a review over a 90 day period. The enclosed documentation is the team's official report to Sheriff Eric Levett concerning his department.

Team members;

Beverly Thomas
Division Chair; Health, Public Safety & Security
Law Enforcement Academy
Georgia Piedmont Technical College

Major Jeff Norman
Jail Commander
Henry County Sheriff's Office

Jonathan Fuss
Instructor; Police Academy
Georgia Public Safety Training Center

Steve Edwards
Retired
Georgia Bureau of Investigation

Lt Tyrone Oliver
Criminal Investigative Division
Newton County Sheriff's Office

Contents

Acknowledgments.....	4
Introduction.....	5
History.....	6
Section I-Vision, Mission, and Values.....	7
Section II-Agency Strategic Plan.....	8
Section III-Organization and Operations.....	9
Administration.....	9
Case Management.....	9
Confidential Sources & Intelligence.....	10
Community Oriented Policing.....	11
Courthouse.....	12
Criminal Investigations Division.....	12
Evidence.....	13
Finance.....	15
Jail.....	16
Patrol.....	17
Records.....	18
Reserves and Explorer Groups.....	19
South Side Precinct.....	19
Special Operations.....	19
Support Services.....	20
Warrants/Fugitive.....	20
Section IV- Policy and Procedure.....	27
Section V- Recruitment, Selection, and Retention.....	30
Career Paths for Sworn and Civilian Personnel.....	30
Discipline and Transfers.....	30
Evaluation and Accountability of Personnel Performance.....	31
Promotional Process.....	32
Recruitment.....	33
Salary and Benefits of Sworn and Civilian Personnel.....	34

Specialty Pay and Positions.....34

Section VI- Training and Development.....36

 Overall training.....36

 Supervisory development.....37

Section VII- Equipment, Supplies and Maintenance.....39

 Uniforms.....39

 Miscellaneous Equipment.....39

 Technology.....39

 Vehicles.....39

Section VIII-Morale.....41

Section IX- Miscellaneous.....43

Section X- Table of All Overall Recommendations.....45

Appendices-.....

 I-Suggested Organization Chart.....54

Bibliography.....61

Acknowledgements

The transition team would like to thank first, and foremost, Sheriff Eric Levett in his forward thinking to have requested a project such as this management review. Without this determination to make his agency the best that it can be, no matter how uneasy the process might make his agency and its employees along the way, the status quo would have remained, and the agency as a whole would have suffered.

Thanks also go out to the employees of the agency. Each employee that the team spoke, or had contact with, seemed especially eager to have input and put their best foot forward in the review process. It shows a commitment to the agency, the Sheriff, and the citizens that they serve. This eagerness proves that the agency has a dedicated team at the department and therefore the citizens they serve.

Finally, the team would like to thank the citizens of Rockdale County. As a Sheriff's department, the agency has a duty to serve its citizens in the best manner possible. It is through this review that the Sheriff started his tenure by allowing outside entities to openly and candidly review his agency. He did this through his commitment to the citizens of the county and with their best interest in mind. The citizens that the team came into contact with had a positive and open mindset in regards to this review. It is only through their assistance that the team concluded their report.

Transition Team

Introduction

As stated in the whitepaper prepared for the National Institute of Justice in 2006, accountability is a vital element of American policing. Both individual officers and law enforcement agencies should be held to account for their actions (NIJ). The use of a transition team, requested by the incoming Sheriff of the Rockdale County Sheriff's Office, is one manner in which that accountability can be reviewed and assessed. The new Sheriff, Eric Levett, has been a member of the agency for the past sixteen years. As such he is intimately familiar with the agency and its day to day operations. However, this also gives him a somewhat biased outlook on the agency as a whole. Once elected, he and his appointed management team, felt it necessary to have an outside, neutral party assess the operations of the agency as a whole. This team is made of members from the surrounding law enforcement area and each comes to the table with specializations and expertise in various areas in law enforcement.

The volunteer team completed a top down management review of all areas of the agency. This review was completed over a 90 day period and covered every aspect of the agency, its employees, and day to day operations. The review entailed interviews with both employees and the public concerning their opinions of the agency, reviews of policies and procedures, tours and evaluation of both equipment and facilities, examination of structure and organization, inspections and audits of evidence, records, and finances among others.

This report entails the opinions, findings and recommendation by the team members for the Sheriff of the Rockdale County Sheriff's Office. A report concerning those issues and facts surrounding details that may involve a security issue to the department have been delivered to the Sheriff and Chief Deputy under separate cover. It is the wish of the team that the report(s) be used by the Sheriff, his agency, and Rockdale County citizens to improve the operations and status of the agency. As with any entity, the continued endeavor to strive for excellence is something that improves the overall standing of the agency.

-Transition Team

History

Rockdale County is located on the east side of the city of Atlanta and, according to the 2010 US Census has a population of 85,215 persons. The area of the county in square miles is 129.79. The expected growth of the county is an estimated 2.4 percent increase from 2010 to 2012. The census bureau also reports that the population of the county as a whole to have a 10.4 percent “below poverty” rate. The recorded population of the county is considered a “bedroom” population as the county has a very high daily commuter increase in population.

The Rockdale County Sheriff’s Office was founded in 1871. Since its inception it has had just 17 Sheriff’s with most serving long terms of service. The previous Sheriff, Jeff Wigington, served the office as Sheriff for sixteen years. Each Sheriff in the past twenty-five years including Sheriff Levett worked at the agency prior to becoming Sheriff. Only four Sheriff’s served in the past fifty two years:

- JT Wallace served as Sheriff from 1961-1980.
- Vic Davis from 1981-1988
- Guy Norman from 1989-1996
- Jeff Wigington from 1997-2012

The department is certified by the State of Georgia through the Georgia Chiefs Association and the jail holds a medical certification through the Medical Association of Georgia. No other certifications or accreditations exist at this time.

In 2009 the department opened the current jail which replaced the “old” jail which had been in use for the past 24 years. The current jail is designed to accommodate 714 inmates. Its daily average inmate population is around 352.

The department currently has 304 employees with 17 consisting of civilians and the remaining sworn personnel.

The department operates eight patrol zones within the county.

Section I-Vision, Mission, and Values

Though the department had an existing mission statement, the current administration immediately began work on building a new vision and mission that fit the new administration's core beliefs, work ethics and strengths. They are working towards the new implementation of that mission statement, their vision and values.

A mission statement is about a message; a message that gives the public and the agency itself a direction and an expectation of the level of service and commitment to the community that it serves (Williams 2012).

The vision statement is more about how an agency expects that it will be in time. The continued goal to achieve one might say. This vision should set a future expectation and level of service that an agency should continually strive to achieve.

A strategic plan should be developed for each four year period that the sheriff is elected and once initially developed should be revised each term of office. The vision statement will provide the agency philosophy for guidance in the direction the strategic plan should follow. This will provide the agency with a roadmap for future expansion including personnel, crime prevention, funding and planning, as well as meeting the needs of the community.

Without these vision and mission statements, the level of service of an agency would suffer. The department's personnel, and the community that it serves, will lack a true understanding of what it is that the agency endeavors to accomplish.

Overall Recommendations-

1. Implement a new vision mission and values statement that encompasses the entire plan of the new administration including the strategic plan and its philosophies.
2. Review that vision and mission statement periodically to make sure that it remains a reflection of the values and commitments of the agency

Section II- Agency Strategic Plan

Strategic planning is an upper management-initiated process that sets specific goals and identifies measurable steps for a division(s) or an entire organization taking into account personnel and budgetary resources. It is a future-oriented process that deliberately anticipates planned change for an organization over a period of time, usually within a span of two to five years (Zhao 2006). Strategic planning has become a staple in both public and private industry as well as law enforcement agencies. In an era where departments are being asked to do more with less, it is imperative that an agency develop and use a strategic plan. Resources cannot be adequately utilized without having future goals and plans to accomplish those goals. The transition team could find no evidence that a prior strategic plan had been developed, or implemented, by the former administration. The present administration is currently developing a long range strategic plan.

The average development time of a strategic plan is around seven months (Zhao 2006) due to the substantial research into a department's resources, expenditures, service needs, and personnel conditions. Considering this, plus the fact that the new administration has just come on board, it is only logical that a first rate strategic plan for this agency will take some time to complete.

The administration should, and we feel that they will, make every effort to create a complete, well thought out, and far reaching long term strategic plan for the agency. A plan, that, when implemented, will accomplish and drive the mission and vision of the department.

Overall Recommendations-

1. Develop a term long strategic plan involving input from all employees to include objectives and goals.
2. Review the strategic plan each year for updates, progress in meeting objectives and goals and to make refinements as needed.
 - a) The plan should be revamped every four years to be in alignment with the Sheriff's Term in office.

Section III- Organization and Operations

Section III encompasses the largest portion of this report as it obviously reflects the day to day operations of the Rockdale County Sheriff's Office, its divisions and personnel. It is also by definition the most important portion and should be considered paramount to the improvement of the agency. One cannot have a great vision, mission and strategic plan without implementing appropriate change and improvements within the operations of the agency.

It is obvious to the team that there are serious structural reorganization needs within the department. Some divisions/areas were positioned with others that did not lead to any logical organization. Some areas are seriously lacking in personnel while others are abundant. The divisions within the department should allow for adequate supervision and accountability for all employees while promoting an advantageous, and obvious, work flow. The strategic plan will act as an aide in determining staffing issues and funding issues for each division and unit.

Administration

It is important in any organization for the administration to have the commitment and support of their staff. This is exceedingly important in a law enforcement agency. Administration cannot do that without showing that same commitment and support to the staff they serve. That comes across as a sense of loyalty that again goes both ways; from administration to staff and vice versa. It was glaringly apparent from individual interviews and survey results that the staff felt no sense of loyalty from the previous administration and the command staff. Therefore their loyalty was waning at best. It was also apparent however, that personnel still have a strong desire to be loyal, and wish for improvements that could allow them to serve the agency and community in a manner that is expected of an outstanding law enforcement agency. There is no doubt based on the interviews of the employees that they have a strong sense of duty to the community and citizens that they serve. Even though the employee morale has been impacted, by perceived unfair treatment, from the previous command staff, the employees never lost their desire to serve the citizens of Rockdale County. The new administration should strive to harness this desire to serve and encourage it to flourish.

Case Management

Case management is a crucial part of law enforcement. It is imperative for deputies, investigators and detention officers to document their work for obvious reasons. The method for collecting and storing this information should take advantage of current technology. Digital records are easy to store and search. The platform used for the case management system should allow the end user, as well as everyone in between, including supervisors, managers, command staff and staff having the need for various reasons to easily access data, add and edit data, search data, store data and read data. Each division's data should be stored into this program. This will allow all data to be categorized, sorted and attached to appropriate records and targets. Data should be backed up daily and stored both on the in-house servers as well as off-site servers for redundancy purposes.

The digital case management system being utilized by the agency is Odyssey and was developed for many different functions within the department including case management. One of the draw backs with this system is if a name is not entered exactly the same way each time a new record is created rather than merged into an existing record. The management system cross references the records with various fields and index including suspect name, deputy/investigator, victim name, case number, arrest/booking number, etc. When conducting a name search in Odyssey, if the name is not spelled

exactly as it was entered the system will not locate it. Wild card character searches can be conducted to help eliminate this issue. Some attention should be given into a solution.

CID policy requires that investigators complete a summary for the file when an investigative act is accomplished. There is no set time as to when the summary will be placed in the file but the consensus among CID supervisors seems to be 7 days after the act. In doing a spot audit of a drug purchase that was made on January 17th, 2013, it was determined the purchase had not been documented with a case summary in Odyssey as of February 5, 2013.

There is no policy in place that requires that a supervisor conduct a file review with deputy/investigators. All reports are supposed to be reviewed and approved by a supervisor but once the report is approved there is no follow-up. Consideration should be given to creating a detailed policy related to case reports and case files for the CID. Which includes, in the policy, a time limit for completion of the report, and approval by a supervisor after an investigative act or action has occurred.

The agency currently completes reports on every call that a deputy reports to. We feel that this policy might be counterproductive. While we understand the concept, that all citizens feel taken care of, there are other ways to effectively meet the communities needs while working effectively. We would suggest that if the call does not rise to a criminal matter then simply a short entry into the deputy's MDT should be completed. The citizen would then have a call number but no time would be spent unnecessarily on follow up. It is suggested that a balance between an appropriate community response and effective work productivity be found.

Confidential Sources and Intelligence

The agency does not currently have an intelligence program in place. Deputies do not complete field interview cards/MDT entries on persons of interest or suspicious persons. Individual deputies maintain their own information but this information is not generally shared with other members of the department. Odyssey, the department's case management system, does allow individual deputies and investigators to search it for victim and arrestee information but this information is name specific. If the name is not spelled exactly as entered the case management system will not recognize it.

Although Policy 1.96 Crime Analysis mentions Intelligence reports there is no evidence that the team could find that suggests that Intelligence reports are actually being prepared by investigators or deputies. Policy 3.00 Uniform Patrol Division describes field interview cards however there was no evidence to suggest that deputies were following the policy related to the field interview cards and when the team interviewed some of the deputies they did not know about the policy.

Realizing that Intelligence is needed in any form of policing to assure resources are being utilized in the most effective approach, it is critical for an agency to have an Intelligence component in place. This approach requires that an agency focus on information-sharing as a defined policy and on-going practice. The quality analysis of information drawn from a variety of sources then forms a basis for the strategic planning and management of the agency, as well as for a tactical response to criminal conduct and patterns of crime.

In order to ensure the success of such an approach, it becomes imperative that those charged with analyzing information, including sworn and civilian positions, have access to all agency databases, as well as to the other myriad of databases available to law enforcement agencies.

An integral part of any Intelligence program is the use of confidential informants (CIs). The agency is using CIs to develop information primarily in the area of narcotic investigations. Currently the Confidential Source files are maintained in the narcotics/vice section of CID. The files are under the control of the narcotics/vice sergeant/supervisor and are maintained in a locked file cabinet. The keys for the file cabinet are maintained by the narcotics/vice supervisor. The narcotics/vice office is locked when no narcotic/vice officer is present. The CID Captain and Lieutenant have access to both the CI files and the narcotic/vice office but neither enters the office unless their duties require it. Inmates are not allowed to enter the narcotic/vice office and the staff does their own housekeeping and cleaning.

Once a CI file is created it remains open until such a time that the CI proves to be unreliable. Anytime a new CI file is opened the information is hand entered into the CI Log Book which is maintained in the narcotic/vice office in file cabinets with the CI files. The log book provides the Confidential Source name, status i.e. active/inactive and lists any cases or work the CI assisted in. The file folder contains the following information:

- Informant Cooperation Agreement signed by CI and two witnesses
- Personal History Report including a photograph
- Criminal History
- Written permission form for placement of an oral intercept device on the CI's person.
- Report and/or log for any meeting occurring with SO personnel including any work performed
- A copy of any case summary for work performed including the outcome
- A copy of expense forms showing payment to the CI
- A copy of expense forms for money expended on evidence purchased by the CI

There is no formal review process to insure that the CI files are properly maintained and kept current. A review process is necessary not only to ensure proper maintenance of the files but also to ensure that appropriate relationships are maintained between the officer and Confidential Sources.

Community Oriented Policing Unit

Currently, the COPS unit frankly seems to be a dumping ground for those personnel, and areas, that don't quite fit somewhere else. It makes no sense to the team that the Tag reader and K9 units are assigned to COPS. It is recommended that these be reassigned immediately to a unit where they may be both more useful and appropriate such as special operations and/or the traffic unit. The Tag reader unit software is not being updated on a daily basis as it should. It is recommended that use of this unit cease until all software updates are completed. Then it should be ensured that updates, as required, are done on a regular basis.

Consideration should be given to making the School Resource Officer unit its own unit separate from COPS.

Community Oriented Policing is in fact an important division within any agency and one that should be staffed with the most appropriate personnel and given the leeway and latitude to effectively pursue the concepts and mission of COPS. Once given the appropriate focus and mission this unit could be the cornerstone for community involvement and interest for the department.

Concerning the actual COPS facility area; COPS has a rather large office space that is not being used effectively. Other areas have temporarily moved into the area due to needing extra space. There needs

to be a clear separation and use of space. Most of the area is a cubicle area. The SRO's have cubicle space that they are not using. As an example, one cubicle area is being shared by 4 different sets of personnel that are not related to the other (IT etc.). We recommend a more adequate and useful use of work space to increase an appropriate work flow.

Courthouse

The department's involvement within the courthouse is fragile at best. While it seems to the team that the personnel, and the atmosphere there is positive, there are many steps that can be taken by the department that can improve the situation at the courthouse.

The agency has a very small area for both the electronic surveillance area and the inmate holding cells. This area is horribly inadequate for security, supervision and safety needs, for agency personnel, the inmates and the public.

Unfortunately there are limited steps that can be taken to improve the overall physical structure in terms of security. It is however this team's recommendation that the agency discuss the dire physical security needs with the county building authority and other appropriate entities. They need to be aware of the issues, and they also need to have an accurate picture of crucial necessary structural changes in the case of future building plans for the courthouse.

It is just a matter of time before there are litigation issues with the holding cells. Attention should be given to improving the condition of the cells as much as possible given the space constraints. Litigation, when it occurs, will not be directed solely towards the Sheriff's Office but to the county in general. Therefore it is recommended that the Sheriff's Department attempt to gain assistance from the county in the remodeling of the holding cell and surveillance areas. Inmates should never cross into the courthouses electronic surveillance area as they do now. If that area is completely gutted and the area fully restructured there is enough space to allow adequate and appropriate areas for holding cells and a decent electronic surveillance center, administration area and armory.

The area now which holds the electronic surveillance system and requires the constant monitoring by department personnel is severely inadequate. The monitoring system itself is completely antiquated and poses both a security risk to the public and courthouse personnel but also puts an undue and unnecessary strain on the deputy required to monitor the system. This encourages inattention and risky behavior by personnel.

The team highly recommends a complete remodel of those areas to improve working conditions for the employees, safety and security issues for the overall safety of the public and courthouse employees, and finally for holding conditions for inmates and detainees. The team is aware that the administration immediately began to address what needs that they could, concerning these areas, but serious overall and remodeling is needed.

Criminal Investigations Unit

In its current structure the CID unit reports 26 investigators. However, the investigators are divided among the crime scene, narcotics and vice units in addition to the general investigations unit. It did seem to a number of the members of this team that the general investigation unit personnel each have small caseload numbers, lower than most agencies. Numbers listed in a statistical report state no one in CID has more than 40 active cases; the average is 12 and several report less than 5. It is recommended

that this be monitored and consideration given to the reduction of its personnel and members reassigned to units with a higher need.

Criminal investigators need access to technology that helps in the clearance of cases. Currently, CID case diagrams have to be done manually or they must use special operations crash reporting personnel. This needs to be addressed as well as an improvement made in the reporting/case management system.

A case system should be put in place that allows and requires periodic review of all active CID investigations by a CID supervisor to insure that leads are being followed and reports completed in a timely fashion. During this review process the supervisor and case investigator should discuss each of the case investigator's active investigations and together develop an investigative strategy for pursuing leads and bringing the case to a timely successful closure.

There seems to be a lack of specialized training in CID; for instance juvenile/child and sex crimes. These areas specifically require specialized training in interviewing techniques, signs and symptoms, etc. To assign these cases to those without the training does a disservice to the case, the agency and the victim. The department needs to be involved in the Internet Crimes against Children Task Force in order to take advantage of the extra equipment and training that it provides and to provide the community with additional resources.

Vital to every law enforcement investigative unit is the role of undercover officers. The department already has a narcotic/vice unit commanded by a sergeant within the chain of command of the CID captain. Currently this unit is working out of the CID office at the main administrative offices. It would be more advantageous for these officers to work out of an undisclosed location away from the offices of the main facility. Inmates working at the administration building are constantly coming in contact with the undercover officers placing the officers' cover and their operations in jeopardy. Any attempt by the undercover officers to meet with confidential sources in their office places the source in jeopardy of exposure. In addition, the undercover vehicles are at constant risk of being exposed while parked in the department parking lot.

Evidence

As of February 5, 2013, approximately 8,623 items of property and evidence, including nearly \$66,331.51 in cash are currently held in the Evidence Room and are maintained under the control of the Chief Evidence Custodian who is the sergeant/supervisor for the Crime Scene Investigators. Since January 1, 2008, up until February 5, 2012, approximately 13,957 pieces of evidence had been logged into the evidence room. The Sergeant (supervisor), a deputy crime scene investigator and a civilian evidence technician are currently the only evidence custodians. All three have access to the evidence room and are responsible for maintaining it. Only evidence custodians have access to the evidence room. The prior sheriff also had access; the new administration has changed this policy to only the evidence custodians allowed access.

The evidence room is armed with an alarm that requires a code. There are no surveillance cameras in the evidence room or at the entrance door. Each evidence custodian has a separate code and when they enter the evidence room it is logged by the alarm with date and time. Anyone else entering the evidence room must be escorted by an evidence custodian and must sign a log indicating when they entered the evidence room. It is recommended that an electronic surveillance system be installed to monitor the evidence room.

When a deputy or investigator collects evidence it is brought to the evidence room for storage or transport to the crime lab. If an evidence custodian is not present to accept the evidence the evidence is placed either in an evidence locker, the evidence drop box, and where appropriate the evidence refrigerator. Only the evidence custodians have access to evidence lockers, and evidence drop box with a key. Access to the locked refrigerator is also with a key but the three evidence custodians and each shift supervisor have access to the refrigerator. Only evidence technicians should have access to the refrigerator

When the evidence custodians take possession of the evidence it is logged digitally into Kart Digital Barcode Scanning Software program and physically into a log book maintained by custodians. The log book has been used for years as the logging system while the Kart Digital Barcode system has only been used since January 1, 2008. Both log systems include the following information and cross references:

- Receipt for Property Number
- Case Number
- Suspect Name
- Victim Name
- Offense
- Offense Date
- Case Date
- Bar code
- Evidence Bin
- Itemized list of evidence
- Disposition of evidence
- Chain of Custody

Besides the custodians having access to the Barcode system District Attorney investigators can also view the digital evidence log in a read only view so they can track evidence for court purposes. The same access could be provided to agency investigators and deputies but has not. This could assist investigators etc. in their cases. The custodians have discussed providing other deputies and investigators with access to the digital logs so they could enter their own evidence but there is a valid fear that this access would compromise the integrity of the system. Research should be held into this area to develop best practices in the area of evidence collection.

For years the custodians have requested that the DA's office and CID investigators provide them with case dispositions so evidence could be purged from the evidence room. Unfortunately, this request has not been honored and requires the custodians to continuously search the court records and department records to determine when evidence can be purged. The system could probably be reconfigured to cross reference evidence information with the Odyssey Program but this would cost money to accomplish. Consideration should be given on how to appropriately handle this task in order to cut down on the volume of evidence kept. The custodians made a conscientious effort to keep the evidence logs separate from other agency digital programs in order to maintain its integrity and insure its accuracy. At the very minimum, a report concerning disposed cases surely could be obtained from the District Attorney's Office to help with this matter.

All vehicle video CDs are brought to the evidence room for storage. The evidence custodians have two different programs that allow them to view and copy these CDs. One system, referred to as the old system can be accessed by deputies and investigators. This allows the evidence custodians to be free of

having to view and copy these CDs when open records request, investigator requests, DA Office requests, and Defense requests come in for copies of these CDs or certain segments of these CDs. Another system, referred to as the new system, that only the custodians can access, which means that when a video is viewed or copied on this system the evidence custodians must do it. Research should be completed on how to automate this video system. The steps of keeping CDs are a huge job and one that could be easily automated if given the right resources. Steps should be taken to gain grants etc. in order to obtain a digital system that is automatically stored and recorded.

Subsequent to Sheriff Levett assuming office, an inventory of the firearms, monies and narcotics/dangerous drugs in the evidence room was conducted by the previous administration. On December 28, 2012 a report was completed by Captain Mike Ransom indicating that an inventory was conducted in the evidence room for all firearms, narcotics/drugs and monies. The report revealed that the inventory accounted for all firearms and narcotics/drugs. The report also revealed that the inventory accounted for all monies except \$54. On January 17, 2013 the chief evidence custodian determined that the \$54 along with other items in the case had been returned to its owner on June 1, 2012. This information is supported by a "Receipt for Property" 49160 and 49279. In addition to this inventory audit, it was common practice for the CID Captain to assign a lieutenant from another unit to conduct a spot audit in the evidence room twice a year.

The spot audit consisted of the lieutenant choosing a case where evidence is allegedly stored in the evidence room and verifying that the evidence is in fact in the room. Besides this routine, there was no other scheduled audit for the evidence room.

Finance

Few things can cause more problems for any business than the misuse of funds by trusted employees. This is especially true for government entities. It is imperative that a check and balance system be in place to insure the integrity and proper use of public funds. Just as imperative is the command staff having direct knowledge and providing approval, either directly or constructively, for all expenditures.

All agency funds should go through a centralized contact for accounting and auditing purposes. Funds designated for any division, work unit or specialty unit should go through this office for accounting purposes, as well as for a check and balance system before being dispersed to the appropriate unit for expenditure. This process will provide the command staff with a better accounting of funds and a better understanding of budgeting as well as where the funds need to go. It also insures that the funds are being used as required by law, county ordinance or direction, and at the direction of the Sheriff and his command staff.

In order to provide the proper checks and balances, the current system needs to be overhauled. At least one budget analyst should be involved, along with a command staff member, who signs off on each expenditure. A streamlined system should be in place that allows easy access for those employees, or positions, needing to make purchases, while assuring that there is an accounting for each expenditure. As expenditures are made, the budget analyst should maintain a current balance of funds expended, along with the remaining funds left, for each category or budget line item. This will provide the command staff with a current accounting of funds for decision making in terms of future purchases or expenditures.

Credit card purchases should be limited to only purchases approved by the command staff and by persons authorized by the command staff. Persons making credit card purchases should turn in receipts along with an expense form clearly providing the financial staff or budget analyst with an

itemized list of items purchased. Before the receipts and expense form is turned over to the financial staff or budget staff the expenditures should be approved and signed off on by a supervisor. The financial staff or budget officer will reconcile the expenditures with the monthly credit card statement. Credit card purchases should be audited each month to insure that purchases are proper and follow the agency protocol. Credit card assignment should be monitored and only given if there is a legitimate need for ongoing purchases.

We believe that it should go without saying that the finance area needs additional staffing; immediately. There is no way to adequately monitor and control the finances of the department without the existing one personnel having assistance. To continue to handle the finances with one person is inviting a financial disaster at some point. Especially if proper control procedures are implemented which will cause extra work duties on the part of finance.

Purchase of evidence, and purchase of information, should also be approved by a supervisor and should follow the strict guidelines outlined in policy related to these purchases. Because of the complexities of these purchases the expenditure form should include the signature of the deputy or investigator spending the money, a front line supervisor attesting to the expenditure and the division/unit manager. The expenditure should also be documented in the case file related to the purchase of evidence or information and when appropriate should also be documented in the file of the confidential source providing the information that lead to the purchase of evidence, investigative lead information, intelligence information or resulted in the arrest of a perpetrator. The information in the confidential source file should include the signature and acknowledgement of receipt of the exact amount of funds received by the confidential source. These funds should be audited monthly or quarterly by the manager or manager's designee to insure proper use documentation of these funds. This review procedure should be documented by the person responsible for the audit or review.

Jail

The RCSO Jail is a relatively new facility. One that is fairly nice given the current industry standards. Immediate facility needs are the security measures surrounding the outside perimeter, women's facility and personnel. The jail division needs a very strong, multi-tasking, organized leader. The team made the initial recommendation to the current administration that they immediately restructure the existing ranking structure and fill the opening left at the beginning of the year by a retiring Captain. The administration did so with the appointment of a new Major over the Division. This Major began his duties about one month ago and has begun addressing the issues within this division.

The new Major has been tasked with the improvement of the overall jail structures and functions. Improvements and increases in overall performance of the entire jail system is needed. The team is confident that these steps are being taken and will continue. It was readily apparent from interviews with personnel that the morale of the jail personnel was very low. Low morale equates to low performance. When it is in an incarceration setting low performance relates to high security risks.

Areas that are of an immediate concern to the team are; employee performance and training, appropriate staffing, and appropriate supervision. It is obvious from the start that the appropriate supervision of personnel was a major issue. Nowhere among the department were the terms "cliques" and "good ole boy system" used as much as with the jail supervisors and other personnel. In general, shifts, promotions, and work assignments should be based on work performance and the overall needs of the agency, certainly not based on who likes who the most.

Some thought needs to go into the proper placement of light duty and disciplinary issue personnel. The jail is a very important part of the agency as a whole. It does not need to get the reputation of being a dumping ground for those “in trouble” or unable to appropriately work in their own areas. It did seem that the former administration used the jail in this manner. That further increased the low morale. While it is apparent to the team that those on light duty and/or being disciplined need to go somewhere possibly, simply across the board, to the jail, isn’t the best resolution.

Everyone working in the jail is a correction officer. They each need to be equipped in the same manner as far as uniforms, tools, etc. The team understands that a mandated deputy has other responsibilities, capabilities, and functions than someone who is a certified jailer. However, they are doing the same job and therefore need to be equipped the same in order to allow them to do that same job. It is the team’s recommendation that mandated deputies working in the jail wear the same uniform that the others do. Definitely some type insignia etc. on the uniform that signifies a difference but something that does not cause a safety concern. For instance, in a lock down facility, a stab vest is more appropriate, and more useful, than a ballistics vest. The radio system was a serious safety issue at the beginning of the year. Radios were not able to be used in some areas at all. A number of spots in the jail had no reception period. Some jailers reported carrying a “rape whistle” for when they were in trouble. Thankfully the administration identified the serious safety concern early on and was able to rectify that situation.

Training should be a priority in the jail. Training should only be done by appropriate certified personnel with specific skills in the areas taught. Outside training by licensed, certified individuals should be encouraged. Subjects appropriate and specific to jail needs should be the concentration. The FTO program within the jail should be well defined and should be the same on all shifts and situations. Policies and procedures concerning the FTO process should be well defined and carried out. Training should only be given by those personnel certified and/or trained to do so. Those particular personnel should be long time employees with marked supervision and delivery skills. It seems to the team that the FTO process is weak at best, and that the overall training process is haphazard, spotty and “hit or miss”.

Though it is obvious that a completely separate women’s facility has its benefits, there are also problems with this arrangement. All other facilities are in a separate building such as medical and the kitchen. If there is a medical issue then the inmate(s) and dedicated staff have to leave the secure building and walk through an open unsecure parking lot (especially now with the perimeter fence not being complete). This poses a serious safety concern. It also gives rise to a time constraint. Given a medical emergency there is no way that those in the women’s facility have access to emergency care as fast as in the main building.

Patrol

Patrol operations are another area within the department that is in need of improvement in the areas of supervision, morale, equipment, and training specifically. Patrol is the area that the public sees most. It is therefore where an agency’s reputation comes from. When its deputies on the street, have low morale, and a low opinion of the department, that will in time lower a department’s reputation within the community. Though it is a fact that the RCSO has a good reputation with the public, it is readily apparent to the team that the reputation was going to suffer given enough time. It is shocking to the team, given the atmosphere, that the reputation remained as high as it was. That should be a credit to the personnel working in the agency. It shows overall what a good group of people the department has and how loyal they are to the agency. In general the team encountered a group of people that want the

agency to succeed and improve. They each seemed committed to the agency and the job that they want to call a lifelong career.

Like with the jail, there seems to be a lot of need for improved supervision with the ranks of the patrol division. "Cliques" and the "good ole boy system" seem to be a serious issue here as well. Supervision by intimidation is a phrase that came up numerous times throughout our assessment. A true leader leads by example; he or she shows an example that others want to follow. Leadership that increases loyalty, commitment and a drive to succeed isn't one that shows intimidation, scare tactics, and an overall bad attitude. It is the team's hope that accountability by all personnel, even those in high ranking positions, possibly even more so in those positions, be paramount. That performance and skill should be rewarded instead of "who is liked by whom the most". In an article in Police Chief magazine leadership was discussed; "Effective police executives demand excellence, but they freely acknowledge and reward their troops' honest effort and hard work. They delegate responsibly and avoid micromanaging, but know when to step in and provide hands-on help when appropriate. They make a good-faith effort to rehabilitate underperforming officers, but know when to cut their losses, and will not let a truly bad apple continue to rot the departmental barrel." It is the team's hope that this type of leadership will be the focus and commitment of the new administration. We feel that they have shown this with some of the steps they have already taken in the personnel area.

Training needs to be a huge focus as well within this division. It seems to the team that outside training was discouraged by the former administration and no more than the state minimums were expected. A well trained agency is a well-run agency. We cannot say enough how training needs to be a priority with the agency as a whole. Any opportunities that one can take to be able to improve his/her job performance should be not only encouraged but expected. This will only serve to make the agency better, cut down liability costs and increase performance. Any supervisor that does not see the need for training should not be a supervisor. There are serious issues that training addresses and it well justifies any coverage problems that may arise due to having personnel out in training. The extra work etc. that it may cause others is a small price to pay for the benefits that it brings.

Equipment issues are another area that was of a huge concern to those working in patrol. The team also sees a serious issue here. Though the Amory seems full and the quartermasters supply rooms seems overflowing, officers are lacking some of their basic needs. It was a constant statement in the surveys and interviews that people cannot seem to get the equipment, repairs, etc. that are needed for their day-to-day jobs. This is unacceptable as far as the team is concerned. The only reason that a deputy shouldn't be able to get the tools that they need to do their jobs should be that an agency doesn't have it and has exhausted every avenue to obtain it. Immediate attention should be given to the Amory, quartermaster and supply areas. Possible consideration should be given, and steps taken, to reassign existing personnel or disciplinary action taken. Every patrol deputy should have a rifle or shotgun and/or both. It should not be a choice; deputies need as many "tools on their tool belt" as possible. Given the appropriate situation a long gun will give a deputy a fighting chance to gain control in the right situation. Every deputy should have an appropriate and in-date ballistics vest. Every deputy should have a decent working radio. Every deputy should have a decent functioning vehicle. It should be the immediate focus of the administration that these types of needs be met. We do note that steps to rectify these conditions have already taken place and are ongoing.

Records

The records division is an area that is very important to the effective work flow of the agency. Without this area the rest could not function. However it does seem that some attention needs to be paid to

those that work in this area by administration. There seems to be an atmosphere in this area of being left out of the rest of the department. This affects the moral of those working in this division which could be solved fairly easily. There are a number of things that can be completed that will effectively improve the moral of the records personnel. The main one would be administration paying some attention to the personnel in those areas; a visit, discussion of needs, etc. Some of the others are listed at the end of the section.

Reserves and Explorer Groups

Volunteer services in law enforcement can have a large impact on an agency. Though they are a group that, given the wrong leader, can be a burden, it is also one, which if given the right leadership and the right focus can be a huge benefit. Both the explorer programs and the reserve unit at the department are almost nonexistent, they need the right leader, someone that can be a mentor, a visionary and a guide to improve and grow both the responsibilities, and opportunities, within those units. These volunteer units can be utilized in a number of areas which can benefit both the volunteers and the agency greatly.

In a conversation with a local school official it was said that the explorer post at the RCSO was referred to as "lame" by the students and that they did not want to be involved with it. The local county high school career academy is a place that is ripe with future recruitment potential. Given the current job pool climate it is a resource that must be harnessed. On the Volunteers in Police Service website it states; Law enforcement Explorer Posts have become a tremendous resource for law enforcement agencies of all sizes. Explorer Posts help guide the youth of their community, recruit new officers, and provide volunteer services for law enforcement agency.

It is suggested that the agency identify those within the department that will be willing to take on these groups and provide them with the ability, and encouragement, to be creative and motivated to mold these two units into productive and positive programs for the department. This is another area in which partnerships with those outside the agency could be beneficial and valuable. There are many resources available to an agency through Volunteers in Police Service and other COPs programs.

South Side Precinct

Due to the size of the county, the placement of the Sheriff's Department along with the traffic conditions of the south side, it is recommended that the new South Side Precinct building be staffed with permanent operating personnel and should be a full service precinct. This will take a serious commitment and buy-in by all personnel involved as well as the command staff of the department.

Special Operations (Traffic & Crime Suppression)

The team noticed some serious morale and performance issues in the current special operations unit. Serious review of the existing supervisory personnel should be completed. We recommend that a restructure of the unit be completed with a delineation of specific responsibilities within the unit. Currently you have more than 12 personnel sharing a small space with a couple of cubicles. Some work needs to be done to make the space more productive for work and there needs to be reference materials included in the space applicable to special operations.

There is currently no incentive pay or status for those personnel in special operations. Yet they have additional responsibilities. All personnel are on call, most hold advanced certifications, and assist with FTO responsibilities. Consideration should be given to give the Special Operations personnel some type of pay and/or rank considerations. It is also our understanding that the unit is also responsible for all

high profile transport duties which takes them away from their other duties. This is an ineffective way to use special operations personnel. It is recommended that the regular transport team be trained to handle high profile transports and that duty removed from special operations; that training should include SWAT training to some degree.

There are currently no personnel at the department trained as Drug Recognition Experts. This should be rectified immediately. In an agency of this size, with special operations and traffic units, there should be 2-3 deputies, at a minimum with DRE certification. The department has historically had a minimal involvement with the Georgia Governor's Office of Highway Safety (GOHS). The department as a whole should increase its involvement in this program as it is invaluable to the traffic safety concerns of the community. The involvement should include full participation in all GOHS related meetings, road checks, reporting's, and grant activities. GOHS provides agencies with tools that they may not otherwise be able to afford or obtain such as vehicles, miscellaneous sobriety equipment, training, etc. All traffic and special operations personnel should be SFST trained as well as have advanced traffic, SWAT, rifle, and other specialized tactical training. All unit personnel should have more training and certifications than the average patrol deputy.

The traffic statistics of the unit are poor. It is a special operations and traffic unit's primary responsibility to aggressively make contact with the community, whether that contact be made by the traffic unit in traffic stops or by special ops in consensual contacts. The numbers of each should be monitored, recorded and consideration be given to an evaluation process which includes a minimum number of contacts monthly. It should be stated that the team is in no way suggesting a quota of traffic citation etc. be given. Instead it is merely suggesting that the frequency of stops, and contacts, of the team overall would assist in the lowering of crime and increase traffic safety for the community. These are goals that all special operations and traffic units should have as its main focus.

Support Services

The current division named Support Services has too many people, and units, assigned to it. The Captain over the unit cannot effectively supervise all the assigned units. See Appendix I for recommendations on the restructure of the units and the division. It should be noted that the administration has already started re-structuring this section and some of the units have already been reassigned from this area such as OPS and Training. This is a positive step as the team feels that there is a need to immediately reorganize this division, to remove some of the responsibility from the current Captain, and to realign the division as to make the work flow more appropriate. This division could be led well by a civilian supervisor if the opportunity ever presents itself.

Warrants/Fugitives

The warrants and fugitive structure should be closely examined. Currently the investigator over sex offenders is also the agency's fugitive investigator. The person assigned to the sex offenders should have that position as his/her only duty. A separate fugitive investigator should be in existence. This is an area that could use additional personnel. Consideration should be given to the addition of personnel and restructuring of the division to more appropriately assist in work load and work flow.

Overall Recommendations-

1. Include in the policy a file review within a two/three month period by a supervisor for each investigator's active cases.

- a. The file review allows the supervisor to meet with each deputy/investigator on an individual basis and discuss on-going cases while setting investigative strategy with time limits, as well as get a better understanding of what is going on with the investigator.
 - b. The file review assures all investigative leads have been or are being followed and helps determine the future of the investigation, i.e. all leads have been exhausted, no arrest is anticipated, the status of the evidence, etc.
2. The case management system needs to be reviewed for duplicate files and when duplication is found the records should be merged. (A former employee use to handle this task but no one outside of the employee knew how. When the employee left the merger's stopped.)
3. Determine whether the jail case management system, the Evidence Room Kart Digital Barcode Scanning software and Odyssey can be configured to exchange data and information for better coverage between the divisions and units.
4. Scan all fingerprint cards into a digital system and destroy the hard copies of fingerprints eliminating the need for filing and storing of hardcopy fingerprint cards.
5. Arrest records have been scanned into the system all the way back to 2007; it is recommended that all arrest records be scanned into the system.
6. That a formal policy be employed outlining specifically how CI's are to be handled and supervised.
 - a. Included in the policy should be a requirement that all active CI files are reviewed at least once a quarter to insure that the policy is followed and the file is current and up to date.
 - i. Anytime a CI becomes inactive for whatever reason the policy should require that a supervisor review the CI file and ensure the policy has been followed and all the proper documentation is contained therein.
 1. Once the file is considered inactive it should be reflected in the CI log.
 - b. The CI log should be maintained digitally by supervisors and the log should be backed up daily with on-site storage.
7. A formal intelligence system should be developed for the collection of intelligence including field information cards created by deputies, investigators and detention officers on suspicious persons, persons of interest, and inmates who make incriminating statements or provide information related to crimes either committed in the jail or outside of jail that they come in contact with during their shift.
 - a. The field card should include bio information, why the person was stopped and questioned, and the location the person was stopped and questioned, along with any other pertinent information collected.
 - b. The system should be in a searchable database and should include a purge policy, i.e. a time frame for how long the information should remain in the system.
8. That a formal protocol be developed for the exchange of information between divisions and units.
 - a. Link the jail case data with the enforcement case data and make it available to all divisions.
9. Move the Narcotics/Vice unit to an off-site facility not associated with law enforcement and prohibit marked units and uniform officers from going to the site.
10. That undercover vehicle(s) be exchanged every six months to maintain their integrity.
11. A comprehensive policy related to evidence should be written. The policy should include:
 - a. How to handle evidence and maintain a chain of custody properly.

- b. Retention of evidence and inclusion of deputies reporting to the evidence custodians when evidence should no longer be stored, i.e. case is adjudicated; evidence or property can be returned to owner, court order for destruction of evidence, etc.
 - c. An audit of the evidence room conducted semi-annually. Due to the size of the evidence room and the number of pieces being entered it is not feasible to conduct a full audit, so the policy should reflect a sample audit.
12. Each shift should have someone designated as an evidence custodian. Hopefully it wouldn't happen often but potentially each evidence custodian could be compelled to appear in court on a case to testify to the evidence's integrity and chain of custody while it was in the evidence room.
13. The evidence area should have security cameras that provide a view of 360 degrees within the room and at the entrance doors to the room.
14. No one (besides evidence custodians), including the sheriff or chief deputy, should enter the evidence room unless they are accompanied by an evidence custodian and they should have a justified need to enter, i.e. to collect evidence, store evidence or review evidence.
15. Anyone entering the evidence room should sign a log indicating their name, position, purpose of the visit and the specific evidence reviewed. This log could be digitalized and the entry done on a digital pad or computer.
16. All of the evidence entered into the evidence room should be entered into a digital system that cross references the case number, case investigator or deputy, the evidence receipt number, date entered and date removed, status of the case, i.e. active, pending court, closed pending appeal, or cold case status (except for providing the name of the case investigator or deputy, the current Kart Digital barcode scanning software seems to be sufficient to meet this recommendation).
17. When the evidence is removed for the last time from the evidence room this should be documented in the log with an explanation as to what authority the evidence was removed from the room, i.e. court disposition, court order, administratively closed because of lack of evidence for prosecution, etc. All of the digital records and logs should be backed up nightly to an off-site server with redundancy for security and safety purposes. The use of the physical log books should be discontinued.
18. Provide deputies and investigators with read only access, to the Kart Digital bars code scanning software.
 - a. Determine whether the Odyssey system and the Kart Digital bar code system can be integrated without anyone having write access to the Kart Digital system besides the evidence custodians.
19. Give deputies and investigators access to the new video viewer system so they can view, isolate and copy video from the vehicle video cameras freeing up current evidence custodian's time for other duties.
20. Consideration should be given to adding an additional deputy/crime scene investigator due to the workload of the current staff and the volume of evidence entering the evidence room.
 - a. When the SO added the narcotic/vice squad to CID the volume of evidence increased significantly without the addition of any staff.
21. That plans for a secure hallway or walkway be implemented between the women's and main jail facility. This could also serve the purpose for a containment area for an outside evacuation area for inmates in the event they have to evacuate the facility.

22. Complete review of the main HQ/Administration perimeter security. Based on conversation with front door entry staff consideration should be given to some type of 24-hour surveillance system to possibly include security cameras covering the outside area with a 360 degree view.
23. Look into implementing an overall automated phone system – which gives the caller these types of options press 1 for records, 2 for CID, etc.
 - a. This would cut down on work load for administration staff and free them for other responsibilities
24. Install a television monitor with information concerning reports, bonding, warrants etc. for the front lobby of the administration building
25. Accessibility by the public to online access to accident/incident reports
26. Suggest looking at idea to charge small fee for reports etc. (for everyone) that recoups some administrative costs?
 - a. .50 or \$1.00, not enough to hurt the public perception but to recoup paper costs at least
27. That a formal protocol be developed for the exchange of information between divisions and units.
28. It is recommended that the agency digitalize all possible processes such as the live fingerprint scan storage, evidence room logs, records, documents, reports, photos etc. and then backup these processes and documents on a daily basis to an off-site server with redundancy for security and stability sake. Such a program should free up personnel for additional duties
29. Concerning the South Side Precinct;
 - a. Possible staffing recommendations;
 - i. 2 Investigators
 - ii. Sgt or Lt for Supervision purposes
 - iii. COPs personnel
 - iv. GCIC personnel
 - v. Administrative person to man the office and provide services to the public (at least in an 8-5 capacity).
 - b. The exit/entrance door, which will be used by RCSO personnel, only, is not an adequate door concerning security. Different type of door needed. Need a push lever door from the inside, which remains secure on the outside, instead of the retail key lock open or closed door that exists now. There is a public entrance directly next to it.
 - c. Remove existing trailer ASAP
 - d. Install sign on front door giving a date for opening and a number to call if anyone needs assistance until the building is in use
 - e. That a t-line or partial t-line be run from the main agency to precinct for communication purposes between the two offices. This will allow the digital transfer of information from the two offices over a secure line. This information can include criminal history, fingerprints, photos, case reports and files, and accident reports allowing the staff to receive this data real time for customers/clients and for investigative purposes.
30. See appendix I- recommendation for RCSO organizational structure
31. That civil and fugitive personnel be assigned separate “sections” but work together when needed
32. That work release report to the Jail supervisory staff instead of this division
33. That Vice & Narcotics be supervised by a Lt and that they be moved to an off-site location
34. Those U/C cars are leased for six month periods so there is a constant change in vehicles.
35. That the U/C office be moved off site from the SO and that no uniform car or uniform officer be allowed to go to the off site location.

36. Link the jail case data with the enforcement case data.
37. Based on conversations with certain personnel it is recommended that the Sheriff support the passage of a county ordinance requiring Pawn Dealers to digitally record all property they take in for loan collateral and provide this digital information to CID for cross check against known stolen property. For the program to be effective the SO will have to setup a database that matches the data reported by the Pawn Dealers with the reported stolen property to the SO. Other counties such as Cobb already have a system like this in place and it has proven beneficial.
38. Inmate workers sitting area is in employee lounge area of the administration building.
 - a. Security issue with personnel food etc. (refrigerator there) plus morale issue (RCSO personnel need something of their own that is private)
39. Workout area
 - a. Workout room bathroom has picture of both male/female but says "Men".
 - b. Only one restroom with shower (adequate but to encourage usage one more would be ideal)
 - c. At minimum the shower area should be updated, repaired and cleaned up
 - d. Equipment should be repaired and/or inspected
 - e. Posters placed on walls that teach the benefits of good health and nutrition
40. Squad room-
 - a. Copies of required paperwork not in squad room for deputies
 - i. Warrants
 - ii. Juvenile complaints forms
 - iii. CT warnings
 - iv. Etc.
 1. Old copies are faded and not legible
 - b. Mirror needed near squad room door. So deputies can review their appearance when leaving for their shift.
 - c. Signage with definitions of important LE terms should be on the walls, i.e.
 - i. Probable cause,
 - ii. Reasonable suspicion,
 - iii. Cannons of Police Ethics
 - iv. Click it or ticket posters
 - d. Copies of excerpts from important case law should be on the walls in the squad room; for example
 - i. Terry v. Ohio,
 - ii. Miranda v Arizona,
 - iii. Tennessee v Garner,
 - iv. Terry v Ohio,
 - v. Graham v Conner,
 - vi. Carroll v United States,
 - vii. Gant...etc.
 - e. Reference books needed in squad room; for instance
 - i. Georgia law enforcement handbook (Thompson Reuters-West publisher recommended)
 - ii. DSM-IV
 - iii. PDR
 - iv. Law officer magazine

- v. NICB- pocket guides, fire investigations, staged accident investigations, and motor vehicle theft investigations
 - vi. Dept. of Public Safety Traffic Code cheat sheet
 - vii. Implied consent cards
 - viii. Georgia Uniform Accident Reporting Guide
 - ix. NICB vehicle manuals
 - x. Problem oriented guides for police series
 - xi. Verbal judo books
 - xii. NADDI drug bulletins
 - xiii. DPS legal review
 - xiv. Federal law enforcement informer
 - xv. FBI law enforcement guide
 - xvi. Prosecuting Attorneys Council of Georgia case law update
 - xvii. ADL- Guidebook to extremism for law enforcement
 - xviii. WMD Response Guidebook
 - xix. EMR guides
 - xx. Different textbooks on report writing (ISBN; 0-13-159719-1, 0136476295, 9780205499106, 9780136093558, 978-0131347632)
 - xxi. Hodges Hardbrace Handbook (for writing assistance)
 - xxii. Various brochures for RCSO personnel to give out to the public
- f. Most of these last three can be obtained at no cost or little cost to agencies from;
- i. <http://www.ojjdp.gov/publications/index.html>
 - ii. http://www.missingkids.com/missingkids/servlet/PublicHomeServlet?LanguageCountry=en_US
 - iii. <https://www.ncjrs.gov/App/Publications/AlphaList.aspx>
 - iv. <http://www.drugabuse.gov/>
 - v. <http://www.gahighwaysafety.org/>
 - vi. www.maddga.org
 - vii. <http://www.nhtsa.gov/>
 - viii. <http://www.cops.usdoj.gov/>
- g. Thumb drive for deputies when they start in patrol with needed information, forms etc.
41. Report completion potential in administration building
- a. Currently there are 4 computers in workstation near squad room
 - a. The computers currently available for personnel to complete reports are obviously VERY old and have not been updated
 - b. Some do not work at all
 - b. Recommend a minimum of 8 computers (all updated)
 - c. That room needs same signage and reference books as squad room
42. Lakeview Precinct
- a. Remove this precinct, it is an eyesore, and it being ignored is detrimental to the reputation that RCSO should be trying to maintain
 - b. Remove and possibly use building for other purposes
43. Move Special Ops into Vice & Narcotics current facility
44. Move COPs unit into existing Special Ops area
45. Use existing COPs area for more records, support services, grants accreditation areas
46. Move IT person to 3rd floor office area
47. 3rd floor elevator

- a. If 3rd floor is secure from the public why is additional permissions needed to access administration
 - b. Encourages an “us versus them” mentality
 - c. Remove the extra permission for that elevator
48. Install a television monitor with information concerning reports, bonding, warrants, fingerprinting, etc. in the main jail entrance

Section IV-Policy and Procedure

The General Orders (policy and procedures) Manual of any law enforcement agency serves several critical functions and purposes. First, it clearly defines the expected conduct of law enforcement personnel under given circumstances or situations. A written directive system cannot be viewed as simply a series of guidelines; instead, it provides a roadmap for law enforcement personnel as they do their jobs. It also helps ensure continuity between personnel who each have their own personality, skills, experience, background, agenda and motivation. Even with all of these variables, personnel are expected to follow the policies and procedures outlined in the Manual, and it provides supervisors with an objective yardstick to measure the performance of their personnel.

At the same time, it forms the basis for discipline when personnel do not live up to these expectations. Effective discipline requires such a standardized code of conduct with both consistency and timeliness of enforcement. It also provides the public, courts and other interested parties with an understanding as to what is accepted within an agency and why different actions are taken. The Policy Manual protects the agency and agency personnel from frivolous law suits and complaints by following procedures not only accepted and expected by the agency but law enforcement and the courts in general. When these practices are used consistently the agency and its personnel only become better and more efficient in meeting their mission and protecting the public.

Rockdale County's General Orders Manual is extensive, generally well organized and substantively sound in terms of law enforcement practice. However redundancy is found throughout the Manual and directives. Many of the directives are excessively detailed while a few appear weak on their surface and are contradictory or vague. For example in Directive 3.25 "*Dealing with Persons of Diminished Capacity*" page 3, section C.2.b. the numbering changes and becomes confusing and even has question marks out beside it. For the most part the Directives refer to the Communications Center as the Emergency Operations Center however in Directive 4.50 "*Use of Force*" it is referred to as the 9-1-1 communications Center. There needs to be continuity throughout the Manual to include terms in nomenclature and schematics.

The format used in the General Orders Manual frequently differs and has no consistency. Based on the materials provided it appears that most of the directives have not been updated since 2006 and some even before that. There should be a policy in place that requires the review, update (when appropriate) and approval by command staff of the directives on a yearly basis. While the Directives are still current in terms of procedure many do not include the use of new tools, skills, and products that are available at no cost to law enforcement. Some of these tools and products include training offered by the National White Collar Crime Center (NW3C), the Internet Crimes Complaint Center Database and resources offered by the FBI, the National Missing Persons and Unidentified Human Remains Database maintained by NamUS, and all of the resources offered by the National Center for Missing and Exploited Children such as the Child Victim Identification Program, the Cyber Tips Line, age progression and regression images, public databases etc. The Directives also do not address current issues such as cybercrime investigations, digital evidence forensics, Identity Theft, Missing Persons and Missing Children in enough detail.

Based on the materials provided concerning polices, outside of the jail, it is not clear whether each unit or section has its own operating policies, or just the one general order manual. In addition to the

General Orders governing the operations of the Sheriff's Office as a whole, it is critical that individual units have articulated their own operating policies and procedures.

Based on the interviews with the employees including civilian, sworn, supervisors, managers and the command staff it became clear that some of the employees are not familiar with the departmental policy. Policy 1.10 Written Directives states that every employee is to be provided with a policy manual when hired and the employee as well as their respective division commander are responsible for ensuring that their manual is updated as policy changes. It also stated that each employee is expected to become familiar with the policy and adhere to it. Even when an employee admitted knowing the proper policy for a procedure they admitted deviating from it. This derelict was evident in the handling of intelligence, discipline procedures, written reports and review, and nearly every daily operation of the SO.

Later in the report the team will discuss its recommendation for the agency to seek accreditation through Commission on Accreditation for Law Enforcement Agencies (CALEA). We suggest that if the administration decides to pursue this avenue that any policy and procedure updates should be completed with CALEA standards in mind in order for the policies not to have to be redone again at that point.

Overall Recommendations-

1. That appropriate Sheriff's Office staff should conduct a complete review of the General Orders Manual to assure grammar, tense, and spelling are accurate; that terminology;
 - a. referring to organizational units is consistent and up-to-date; and that all internal references are consistent and proper.
 - b. this includes the term to describe the deputy or investigator responsible for an investigation and its case file, i.e. in several of the Directives the term primary investigator is used to describe this individual. It is recommended that the term "case deputy" or "case investigator" be used universally throughout the Directives to describe this person or position as this is the most common term used in law enforcement.
2. That appropriate Sheriff's Office personnel should conduct a review of existing general orders to assure a standardized format throughout the manual.
3. That the Sheriff's Office consider reorganizing the General Orders Manual to make it more "user friendly" and flow with the new command and organizational structure.
4. That the Sheriff's Office should ensure that General Orders along with the organization of the Department, the written directive system, Sheriff and staff authority are all reviewed and updated at least annually.
5. That the Sheriff's Office should ensure a proper management and legal review of each General Order prior to promulgation.
6. That the Sheriff's Office should conduct a staff study to determine the existence, quality, and use of policies and procedures in critical units.
7. That in Directive 1.31 "*Digital Technology and Social Networking*" it should be spelled out very clearly that personnel are not to use their personal digital equipment to conduct investigations or carry out investigations and as recommended by the US Department of Justice and the Internet Crimes against Children Task Force governing body that only department equipment be used to conduct investigations and to do forensics on digital devices.

8. That in Directive 4.50 "Use of Force" consideration be given to include language that when a deputy is involved in a use of force issue requiring that he/she surrender their duty gun, that either their duty gun or substitute gun be returned to them as soon as possible.
9. That in Directive 4.66 "Firearm Qualification" discusses annual qualification. It is recommended that consideration be given to changing this to semi-annual qualification and if possible quarterly qualification. At a minimum general firearms training should be offered regularly and often.
10. That in Directive 5.10 "Criminal Investigation" clear instructions are not provided as to how a case report or case file will be reviewed. It is recommended that policy include a good description for how the case is to be reviewed by a supervisor and the time frames for the review, i.e. every time a document is placed in a case file a supervisor should review and approve it. That at least once a quarter a supervisor should review an investigator's open cases for determination and strategy on how best to proceed. The review should be written and provide instructions as to what is expected before the next review.
11. It is recommended that a policy be developed to define criminal intelligence, how the criminal intelligence is to be documented, how the criminal intelligence is to be used, a retention period for the information and instructions on how it is to be destroyed.
12. That Directive 5.11 "Missing Persons" is updated to include information on all the resources offered by the National Center for Missing and Exploited Children (NCMEC) to local law enforcement at no cost. The directive should also include specific instructions to follow when searching for a missing special needs child. The National Missing Persons and Unidentified Human Remains Database NamUs should also be included in the directive with specific instructions to follow in using this valuable tool.
 - a. It is recommended that language in this Directive include the collection of biometric data by an investigator when it is clear the case will not be cleared within a reasonable time including dental x-rays, charts and graphs, DNA samples from family members for a DNA family profile, medical records surgeries, implants etc. and fingerprints,
13. That Directive 5.25 "Information Development" should include a more detailed accounting of funds used to purchase information. This accounting should include a description of the audit trail including checks and balances. It should also include at least a quarterly review by a supervisor or above of all open or active confidential informant (CI) files including documentation and funds expended since the last review. During this review a decision can be made as to whether the CI should remain active or the CI file should be closed.
14. That a Directive be created to address Cybercrime investigations and Digital Evidence. Information contained in this Directive should include definitions of digital devices, digital storage devices, and digital forensics. Also the Directive should address services offered by the National White Collar Crime Center and the Internet Crimes Complain Center.
15. That a Directive be created to address the victims of Identity Theft Fraud. The directive should include providing an information sheet for what steps the victim should take to prevent further victimization of their identity.

Section V- Recruitment, Selection, and Retention

Career Paths for Sworn and Civilian Personnel

In reviewing the career paths within the department there seems to be a lack thereof. Serious consideration and review of the department's career pathways should be undertaken. Position stagnation, having no upward mobility within an agency, especially one as large as this one, is a serious impediment to retention of personnel. Those in law enforcement typically seek challenges. When there is no possibility, or a serious lack of a possibility, that one can move forward along the career ladder that does not promote a challenge. Those who are serious about their job and seek promotion potential will tend to leave the department if there is nowhere for them to go within it.

An issue that the team recognized in career paths being used ineffectively concerned the movement of supervisory personnel (Corporals, Sergeants) from the jail to patrol, or patrol to CID. This movement, which takes a front line supervisor from one area, and places them as a supervisor in another area in which they have never worked and has no knowledge of. This is a dangerous practice which also hurts morale. You cannot take a Sergeant from the jail who has never worked in patrol, at any time, and expect that he/she will be able to adequately supervise other deputies. The deputies they supervise will not respect that person nor will they be able to rely on that person for assistance. This practice needs to cease and other steps taken. Research should be conducted on how best to solve this issue of supervisory mobility.

Discipline and Transfers

Discipline and transfers are tools that can be used to modify or correct behavior. Policy 1.25 Disciplinary Procedure and 9.75 Requests for Transfer address the issues of discipline and transfer but there is no evidence that supervisors, managers or the command staff are consistently following the policy. Just like the evaluation process discipline should be fair, transparent and objective in its use. Behavior modification should be progressive and positive in nature when appropriate.

When possible, discipline should begin with an oral reprimand that is documented, but not maintained, in the employee permanent file. When an oral reprimand has failed to cause a behavioral modification a written reprimand should follow. In both the oral and written reprimand the employee should be told what they did wrong with very specific details including dates and times. The reprimand should include what the employee needs to do to improve to include additional training if necessary. The solution should include the employee's buy-in along with an expected timeframe for improvement.

When the reprimand process has not modified the behavior a suspension and/or transfer should be the next phase of a progressive discipline. The transfer should only be considered when it is apparent that the employee is not able to perform a certain task or skill in his current position and the new assignment will not require that skill or task. A transfer is merely moving the problem from one unit to another unit in most cases without providing a real resolution to the problem behavior. Once all of these steps have taken place and the behavior issue has not improved the next step would be termination. This is the least desirable approach to behavior modification for both the employee and the agency. The agency has already invested a lot of resources and funds in selecting hiring and training the employee. If an employee is terminated this investment is lost.

Regardless of the phase in the disciplinary process the employee should always know where he/she stands in terms of what the supervisor and agency expects in terms of improvement, what the policy

says, and what the possible consequences will be if the employee fails to improve and the time line set for the change. Current policy does not adequately address these issues.

A formal appeal process for employees should be in policy as well for discipline procedures especially for those that are "cruel or unusual". The Internal Affairs process needs to be reviewed based on interviews of several employees. Although the team was not in a position nor has the desire or authority to conduct its own investigation there were several allegations that employees had been punished unfairly without any explanation. Allegedly one deputy's duty weapon was taken from him for nearly six months with unclear allegations as to what he had done wrong. Such actions can impact an employee causing depression and anxiety. It is particularly hard on a sworn employee to have to surrender their duty weapon for any reason. Actions such as these should be investigated as swiftly as possible, so as to bring it to a conclusion, so the appropriate actions can be taken, and to have minimum impact on an employee who hasn't done anything wrong or can be restored or rehabilitated.

A policy for the timely completion of internal investigations (suggested 30 days unless there are extenuating circumstances) should be developed as well to help with this issue, as well as others such as the perception of inconsistencies in final decisions.

Evaluation and Accountability of Personnel Performance

Within the department the climate is such that the employees do not perceive that the evaluation process, disciplinary process or promotion process is fair, transparent or objective. Many feel that certain persons receive different treatment from the other employees for promotions, evaluations and even in the disciplinary process. Whether this perception is real, or just an erroneous observation, it tends to hurt the organization and employee morale. Employees gave several examples in each case where the perception was unfavorable to the agency and command staff.

With this mindset by the employees it is imperative that a clear policy statement be drafted that includes specific guidelines outlining the expectations for each employee in each job classification. All job classifications and job positions should be re-evaluated to ensure that the job expectations match the actual job skills and tasks. Reasonable expectations should be set to meet the amount of time and resources expected to complete specific tasks. For instance without setting any quota system traffic should have expectations set for traffic stops, suspicious person identifications and interviews, crime scene searches, evidence collection, arrests etc. Investigators should have expectations for caseload, types of cases investigated, crime scene searches, evidence collection and analysis, arrests, etc.

The most important asset for any entity is its people. People are what make an organization. Proper supervision and recognition for a person's performance tends to bring the best out in employees. The evaluation process must be fair, easy to understand and very transparent. The process should be objective and subjectivity taken out as much as humanly possible. People tend to perform well when they perceive the process is fair to everyone and the goals and objectives are obtainable.

A proper evaluation will give the employee direction for improvement in the next evaluation cycle, as well as point out those areas that they are exceeding expectations. Suggestions should be made in the evaluation process as to how the employee can meet or exceed expectations in areas deemed weak by the supervisor, manager and/or command staff. When a supervisor realizes what motivates an employee and what the employee's strengths and weaknesses are, this information can be used to place the employee into situations where the employee can really produce. Part of the evaluation process should include grooming the employee for the next level or step in their career including development to take over the evaluator's job at some point in the future. The greatest compliment a supervisor or

manager can receive is when a subordinate is able to take over their job when they leave or the employee takes over an equivalent job in another unit or division.

For an evaluation to be effective it must be relevant, with feedback supported by documentation. This is true for employees who exceed their supervisor's expectations, as well as those who only meet their expectations, and obviously for the problem employee who is not meeting the supervisor's expectations. For the feedback to be relevant it should include specific incidents with the date and time of occurrence. A formal written evaluation should occur at a minimum of once a year, depending on policy, but periodic informal evaluations should be documented and carried out throughout the year. Many supervisors maintain an office file or diary on each of their employees documenting their daily job performances to include efforts that exceed expectations, problem areas needing improvement, and the different tasks and skills performed by the employee. This file or diary will provide the supervisor with documentation to support the formal and informal evaluations. The procedure will also provide a supervisor with documentation, including dates and times of behaviors that cause an employee to receive a reprimand whether written or oral, a suspension, a transfer or dismissal. When an employee does something wrong, it should be addressed immediately, as well as when they do something exceptionally well. Consideration should be given to the implementation of a 360 degree evaluation in order for there to be feedback on supervisors as well. This may assist in the accountability and training of management.

The department currently has two policies in place that address the evaluation process; 9.13 Employee Early Warning Sign and 9.15 Performance Evaluation. The 9.13 Employee Early Warning Sign policy places the evaluation effort on the Internal Affairs Unit for personnel perceived to be having a problem. While this policy has merit it removes the responsibility from the front line supervisor and his manager, while creating more work for the Internal Affairs personnel. It is recommended that employee development and supervision remain with the first line supervisor of the employee along with input from the first line supervisor's manager. The supervisor and manager can then partner with Human Resources, Internal Affairs and Training to address unaccepted behavior or an employee's failure to meet expectations. But ultimately all direction related to the employee's work should come from the employee's first line supervisor.

For a supervisor to be effective, the employee should feel compelled to approach the supervisor and ask for guidance, assistance and counsel. At the same time a bond of trust and confidence should develop between the supervisor/employee. If the supervision, including correction for bad behavior, is taken from the supervisor and given to another entity, that bond will be broken, and the employee will no longer feel the need, or have the trust, to approach the supervisor for instruction, guidance or assistance.

While 9.15 Performance Evaluation does address how employees should be evaluated, it does not provide a good yard stick for the measurement or provide the supervisor with suggestions on collecting and documenting the facts or evidence to support the evaluation. The policy does require that supervisors receive training in the evaluation of employees. This mandate should continue to be carried out and should include the importance for documenting the daily performance of their employees.

Promotional Process

The former promotional process within the department seemed to be one in which was "off the cuff" at best. The official promotional process should be reviewed and revamped, and should always make the upmost attempt to be fair, equitable and based solely on skills, performance and qualifications.

Implementing the use of outside personnel in the employment process in order to help remove biased decisions from the situation could be helpful in improving the promotional process. A review of best practices of other agency's hiring and promotional processes should be undertaken and consideration given to implementing some of the more practical measures.

There is of course a serious need for a set and defined criteria for the promotion that Deputies must meet in order to qualify for a promotion. Set criteria that is advertised to the department and will be abided by.

The promotional process could be strengthened in several ways. First, written tests used as a screening instrument for all positions, which should be developed by a professional promotional examination administrator, should be questions related to the job applied for, should be based both on Departmental expectations and the position description. As part of that process, a standard cutoff score should be articulated that is both reasonable and fair. The written score should not be used in the determination of the final promotional score.

Second, the promotional board process should consist of at least an oral board and at least two job-related practical exercises. To enhance objectivity, each oral board should include management-level personnel from other agencies as well as members of the Sheriff's Office. Third, the final ranking of candidates for promotion should be based upon the results of the practical exercises, the oral board interview, and an additional evaluation component which reflects their years of service, performance evaluations, special assignments, education, and training.

A promotional "eligibility list" could be created to provide potential candidates for each position should a vacancy occur. Because this process requires a significant expenditure of time, effort, and energy on the part of both the Sheriff's Office and the individuals who are seeking promotion the list could be maintained for a specific period of time. Finally, many agencies have found the use of a mentoring program appropriate for the preparation of future organizational leaders.

Recruitment

Many agencies are beginning to find themselves in a new predicament for law enforcement. That is the inability to automatically attract applicants. In today's society where certain populations are retiring and new generations have a completely different outlook on careers it is becoming increasingly difficult for law enforcement to attract qualified candidates. As the labor pool shrinks, police departments will find themselves competing with other organizations for skilled, qualified applicants. If recruiting strategies are not changed within the law enforcement community, filling future vacancies will become a difficult task. The problem with the law enforcement community as it applies to future recruitment strategies is the fact that we simply are not used to competing for human resources. (Gordon, 2004).

As an article in officer.com by Recruiting Contributor Jeffery Church suggests recruiting is an action verb. The author suggests these ten steps to an agency's recruiting practices.

- Recruiting is an action verb
- Expedite the hiring process
- A 100 officer department has more than 100 recruiters
- Use and train motivated recruiters
- Think outside the box
- Get back to basics

- If your Sheriff doesn't support recruiting, you are done before you start
- Retention is better than Recruiting

It is vital that the administration buy into the recruiting efforts (Church 2006). The department should be actively engaged in a recruiting program. That includes attendance of law enforcement related job fairs, solicitation and involvement with local law enforcement academies, correspondence with local colleges with criminal justice programs, partnerships with local military recruiters and veterans affairs offices, high school partnerships, and the development of a top-quality law enforcement explorer post.

Once recruited the agency should have an official, complete, and thorough application process that carefully screens a possible candidate. Review should be directed to the current agency application and background process. No attempts to skip steps in the processes should be considered though every effort should be made to make the process flow well and to go as quickly as possible.

Salary and Benefits of Sworn and Civilian Personnel

The team consistently heard from personnel through the survey and individual interviews a concern about pay. A review into the surrounding areas pay, within agencies approximately the same size, and in the same type of jurisdictional area, led to the realization, however, that the starting pay for deputies is in fact comparable to other agencies. With that being said, it does seem that the pay once hired is quite stagnant. A serious attempt to provide personnel with pay incentives and other measures of compensation should be addressed.

Incentive pay should be given for those employees with specialized work duties such as training duties, special operations, traffic, vice, etc.

Currently if a deputy has to attend court on a day off, they are paid by the courts at \$25.00, whether that court attendance takes five minutes, or a more realistic six or seven hours. It is felt by the team that court appearance is a work duty, therefore, deputies attending court should be paid as if at work because in reality they are in fact at work. To not do so encourages deputies to not make cases and to try to avoid court duties. This can seriously impact work productivity.

A review of the current pay structure for all personnel should be completed and an attempt to make salaries fair, equitable and up to industry standards should be made.

Positions should be reviewed and consideration given in appropriate areas to use civilian instead sworn personnel to save funds. The savings could be passed on to a pay increase where applicable. Areas where civilians may be useful or appropriate might be maintenance, grant/certification and technology personnel.

Specialty Pay and Positions

The only specialty pay for positions within the department seems to be in CID and that is considered a promotion. One other is the select few K9 positions. It is recommended that some type of specialty pay be given for other areas such as special operations and anything other than regular patrol and/or jailer positions.

One way to involve personnel in creating these types of incentives would be to develop an advisory committee made up of personnel representing each work unit and/or shift. This committee could serve

many different functions within the department. It would help with a direct line of communication with the command staff that allows personnel the ability to discuss their concerns, ideas, and needs.

The committee can be made up of personnel elected by their peers from each work unit and/or shift. The committee members should meet with the Sheriff and Command Staff on a regular basis to discuss issues and suggestions on how to improve the department and each work unit/division. During these meetings, goals and timetables can be set related to recommendations. Budgetary restraints can be discussed, and actions can be set to allow personnel to come up with suggestions to overcome obstacles and budget restraints in order to meet a goal or objective. The committee member will also be responsible for meeting on a regular basis with their peers within the work unit/shift to report on the results of the meeting and progress in meeting agreed upon goals, as well what the personnel responsibility will be to assist in meeting the goals. This process will give the employees a stronger feeling of ownership in their department, and hopefully improve their morale and effectiveness for the county and department. This is a good and effective communications tool and minutes should be kept of the meeting and provided in writing to each work unit/shift to insure that no one is left out of the communication and to account for each meeting. We would recommend a long term commitment by personnel on the board, such as 18-24 months to increase stability.

Section VI- Training and Development

In today's law enforcement era training of our law enforcement officers is paramount. It is something that will, when done properly, save an agency from unnecessary litigation costs, workman's cost claims, and public misconceptions of a "bad" agency. Unfortunately in today's budgetary concerns, when agencies think of cost cutting measures, it is often that they think of training as a way to cut those costs. That is a short sighted approach to savings. Placing scarce resources up front in training can produce safe, effective, and efficient officers, supervisors, and administrators, which can lessen operating costs in the long run (Pinizzotto). Training is an investment; an investment into an officer, an agency, and ultimately a community. Training should be viewed as an investment law enforcement agencies make for the present and future (Pinizzotto). An agency cannot have high expectations of their officers without putting forth the effort to train those officers.

Overall Training

Unfortunately the team sees a lack of training traditionally at this agency. Most of the personnel interviewed, or surveyed, stated a strong desire for training. They feel that there has been a serious lack of outside training opportunities and that training in general is discouraged. A review of agency training records notes an average of approximately 32 annual training hours per employee once you remove those that are participating in PMP courses, those who recently attended mandate or are in a specialty position. Though those hours are certainly above the state minimum requirements the team would like to see a higher average of training hours overall.

The team noted a serious lack of certifications and/or training in several areas, such as (randomly selected);

- Jail classification unit personnel does not receive any outside training related to mental health, substance abuse, crisis intervention, domestic violence, etc. The only training that is provided to new classification deputies is in-house training. Though, it is given by a POST certified instructor, who has worked in the classification unit, and reportedly does a very good job in the delivery of these topics, it is believed that they would benefit by those who specialize in specific areas relevant to classification needs from outside the agency.
- The sole employee in finance has a complete lack of financial and budgetary training.
- The jail personnel (or department personnel in general) who currently hold Intox certifications are seriously limited.
- The department has no one trained/certified as a DRE.

The team would like to see crisis intervention and mental health training to all personnel. Also, implement some type of fraud and white collar investigative training to minimize the number of inappropriate fraud and white collar cases being forwarded to CID. Deputies should be able to determine whether the county has jurisdiction in a specific crime and provide the complainant with the proper reporting authority. Also, more training for deputies related to evidence collection and preservation. There seems to be a good deal of involvement from CID in situations that patrol could and should handle when it involves evidence collection. Consider cross training in various job skill sets so personnel can be interchanged in different jobs, as needed, and for their own improvement and advancement within the department. Consider crossing training road deputies and jail deputies for interchange of jobs as well as the other specialized units. As deputies develop more skill sets for the

different jobs their value goes up in the department and this is an area that can be considered for job advancement and pay increases.

It seems to the team that the FTO program at the department isn't very formalized. The program should be reviewed and revamped to include more time in CID, on report writing, testifying in court and a better understanding of the DA's Office. All new deputies, and jailers, respectively, need to have the same exact FTO training. It needs to be documented and evaluated. We saw a number of examples where some had the "full" FTO experience and others did not. The FTO program should be coordinated by one person (in training) and should be delivered by certified FTO's. In one example, training by a noncertified FTO not only happened, but was delivered by a new employee (3-4 months) as well, on a number of occasions. This is a serious liability concern on a number of levels.

It is important that those who are responsible for training to be creative. Given financial constraints a training officer must use every avenue possible to gain adequate and much needed training for the department. To assist in that endeavor the agency should not only expand upon current in-house and in-service training opportunities but network with other agencies to take advantage of training opportunities and additional instructor resources. Partnerships with Georgia's ICAC Task Force, GBI's Computer Crime unit, the Secret Service, ICE, FBI, GOHS, and the National White Collar Crime Center among others should be forged. These agencies provide free training among others for departments. The Federal Law Enforcement Training Center also provides free or low cost training from time to time.

The team highly recommends membership to the International Association of Law Enforcement Educators and Trainers Association. This is a low cost membership and provides numerous training opportunities that can be used effectively for the whole department. It is also recommended that every training person (those that have IT certification not just assigned to training) be involved in any available training information networks, distributions lists, or other training resources, and that the information gained, be shared with those assigned to the training divisions.

It is important to note that the current training staff (one person) cannot adequately provide the training that is needed for a department this size. It is recommended that at least one additional staff member be assigned to training (see suggested organizational chart). It would also be beneficial to training for the department if one person from the Jail and one from the Law Enforcement side be assigned on a part time basis to training. The agency has eleven instructors on record; each of these instructors should have active input, involvement and participation with the training division. There is a need to develop a more diverse cadre of departmental instructors with specialized instructor certifications to include Speed Detection, Firearms, Defensive Tactics, SFST, EVOC, computer crimes and digital forensics, white collar crime and fraud, missing children and persons, etc. It is difficult to expect one to two instructors to serve as the only resources to this sized agency.

Supervisory Development

The department has taken advantage of the Professional Management Program through the Command College at Columbus State University and this is to be commended. It is felt that supervisory training such as this is not only needed but should be mandated for all management personnel. It is hoped that this practice will continue.

Due to some overall supervisory concerns we would like to see some other forms of supervision training that focuses on accountability, evaluating personnel, getting along with others and other management

techniques. The command staff should look to other avenues of training in the supervision area than simply POST credit courses as that is a topic that has a limited availability.

Also, it is our hope that supervisory personnel will come to have a more positive outlook on training for their staff. In training their officers it will only serve to make their jobs easier....in the long run. We do feel that the new administration will set the standard on training a little differently, in a more positive manner, than the last. This is already being proven true as a number of training courses are currently being arranged.

Overall Recommendations-

1. It is recommended that someone other than the one existing Deputy be licensed and trained to operate the mobile command post.
2. Someone(s) from CID should be trained to operate the Total Station for crime scene mapping/diagrams. At present, traffic is tasked with this responsibility.
3. Recommend training personnel in cybercrime investigations and digital forensics.
4. That fugitive personnel have SWAT training

Section VII- Equipment, Supplies and Maintenance

Miscellaneous Equipment

At the end of the section are issues that the team noted in our visits, tours, and interviews concerning various areas of equipment. Most of these issues are situations that have merely been neglected and can be resolved easily. These again are areas where overall department morale can be improved. It is suggested that every effort be made to rectify what can be. Statements such as this should not be an issue any longer, "What equipment we do have rarely works".

Technology

It is readily apparent that a huge number of work duties that the agency is involved in could be lessened by the improvement of technology within the department. The agency is severely behind in technological resources. At the beginning of our review there was only one IT person and that person was new. Since that time we understand that the agency has entered into a partnership with the county MIS system and we hope that it will allow the agency to greatly expand its resources in this area. It is seriously needed in almost every part of the department. We feel that they should consider training department personnel to assist IT people in this role. As technology increases in the department there will be a need for more personnel to assist the IT department in maintaining the technology and data, documents, issues etc. generated by this technology. Personnel assigned to assist could do other duties as well and this would be only as needed or related to the specific work unit they are assigned too.

Uniforms

Uniforms are another area where a department's reputation can be easily tarnished. Appropriately equipped officers are a reflection of a properly outfitted department. It is also an area that can affect morale in a serious, and quick, manner. The morale is affected especially negatively, when a department is perceived, as having the uniforms, or the ability, to get them but is withholding them. Almost every survey response indicated an issue with supply specifically concerning the issuing of uniforms. They stated that they cannot reach supply personnel and then when they do cannot get the needed uniforms in an appropriate time frame.

The team saw this issue in interviews and surveys time and again, the lack of appropriate uniforms, and the lack of response to obtaining them. The team sees no reason why there should be a huge number of people at the department with statements such as, "Better uniforms (uncomfortable and never able to order and receive the items)". A review of the supply room revealed a number of clothing items. A number of deputies report out of date ballistics vests, or vests that did not fit. On at least two different occasions it was reported to us that a deputy was told, when questioning the safety, or lack of a ballistics vest, "don't get shot". This type of attitude should never be tolerated and should be disciplined to the highest degree. A quartermaster should do everything in their power to equip the deputy's that they serve, as if equipping themselves and with the highest regard to safety. The team recommends a serious review and overhaul of the structure of the supply system in general.

Vehicles

A patrol deputy spends an extraordinary time in their vehicles. Patrol vehicles in a county this size routinely patrol over a hundred miles per shift. A deputy spends almost an entire eight hour shift in one. It is therefore important that vehicles are outfitted correctly and are in good working order. Most of the vehicles that the department has characteristically have over 100,000 miles on them. It was not uncommon to see over 150,000. The administration needs to make a concentrated effort to rotate

older units with new models as best as they possibly can. Any efforts that can be made to do this should be.

As with other equipment several vehicles had a number of issues that needed to be rectified such as a rear antenna for speed detection that was broken and had been ordered almost a year ago, or ticket printers that aren't working, or data retrieval not being up to date. These types of issues should have relatively easy solutions and should be remedied.

Overall Recommendations-

1. That consideration is given to adding a clerk to work with the supply deputy to assist in keeping up with paperwork, orders and inventory, freeing him up for other duties.
2. That others be cross trained to work in supply when needed.
3. That the supply office be moved to the vehicle storage area along with the supply, equipment and uniform inventory excluding the armory inventory.
4. A set hours of operation would be helpful for the supply issue
5. That a relationship is developed with the county maintenance department and that they provide assistance to the SO in maintenance issues freeing up sworn personnel
6. That a full time maintenance employee or detention deputy be assigned to handle the maintenance in jail during regular business hours
7. That when insurance reimbursements received for damaged vehicles the money goes back into the SO budget for replacement vehicles.
8. That a yearly rotation plan be developed for vehicles and equipment and that plan published and abided by
9. That someone be responsible for touring the jail each morning for maintenance issues ensuring that all of the safety features are properly working and are in good order.
10. That all work requests for maintenance go through the problem area's supervisor
11. Armory
 - a. Rifle/shotgun training should be mandatory
 - b. Shotguns should be required equipment
 - c. All weapons should be issued and personnel trained on use of equipment
12. That problems MDTs, having problems with keyboards sticking (rubber keyboards), be fixed
13. Patrol unit GPS should be in working order
14. That audio packs be in working order
15. That all patrol personnel should have department business cards in order to give to public to write case numbers on
 - a. Using torn sheets of paper to give out case numbers to the public seems to be encouraged
 - i. Improves public image
 - ii. Improves morale

Section VIII- Morale

Dwight D. Eisenhower once said of the military, “Morale is the greatest single factor in successful wars.” The business world has also found this to be true; several studies and companies have found that when morale is up, employees are more productive, use less sick time, and are less likely to leave even if offered more money elsewhere (Cruickshank). As mentioned in a previous section, the morale at the agency is low. The new administration has a great opportunity to increase morale and thereby increasing productive and longevity within the agency. Organizational stress and morale issues have been researched for many years in the business world. As policing evolves into a more service-oriented profession, administrators cannot overlook the impact on the mission of the profession. There are five primary issues impacted by a morale problem, they are; turnover, absenteeism, low productivity, civil liability and officer suicide.

The article by Chief Executive Officer David Cruickshank of the Law Enforcement Research Group in Police Chief Magazine makes a very interesting and encouraging point; that new administration has an excellent opportunity to improve morale because they are new to the agency typically, or at least new to administration, and have an easier time making improvements, due to new approaches, and a lack of old “reputations” which might hurt the process. The team feels that the administration has already taken appropriate beginning steps to improve overall morale. We feel that their focus will continue in this regard. We only hope that they realize the serious implications of poor morale within the ranks of the department; and how improving it will improve the agency as a whole. A satisfied employee makes for a satisfied administration. And in turn, will make for a satisfied community. This should be the primary end goal of any law enforcement agency.

However, upper administration can only do so much when it comes to improving morale. If they do not have the assistance, commitment and support of their whole supervision team they will not ultimately succeed. It is the team’s hope that the developing of great supervisor’s within the department will be a focus. It is through a great overall supervision group that true changes in morale will happen.

Law Officer Magazine discusses front line supervisors and how they can impact morale. Supervision in the department has impacted morale negatively. The supervisors are among the employees that make up the agency and are those that have a great amount of loyalty to the agency. This loyalty should be harnessed and it should be impressed upon supervisors that it is they that should be the “front line” in improving morale. Any supervisor should focus on building appropriate relationships with their employees, being a coach, protecting their people, and listening to their critics (Olson, Wasilewski). Focused training and development of the agencies leadership personnel will only help increase morale within the ranks of the department.

Many of the discussions with personnel during the interviews conducted as part of this management review process concerned the morale of the agency employees including sworn personnel, non-sworn personnel, and various assignments including all divisions and units. It is clear based on these interviews that the employees as a whole are proud to be part of the agency and the law enforcement community in general. In the interviews many of the employees spoke with pride about serving the Rockdale County community and their hope for the department’s future.

At the same time, many of these employees spoke of the issues they are looking to see resolved under the new administration: consistency in personnel actions, especially in promotions and discipline;

accountability for one's personal and professional actions; empowerment and decision-making at the most appropriate level; on-going and regular communication up and down the chain-of-command; responsiveness on the part of management; a willingness to display a sense of urgency and common sense in dealing with problems and critical issues; and regular positive contact and interaction with the Sheriff and his command staff.

Communication between the Sheriff, his command staff and personnel throughout the agency is necessary to project transparency in decision-making and for the successful operation of the agency. While no one will agree with all decisions from upper management, it is critical for the substance of those decisions, as well as the reasons behind them, be communicated fully, widely, and in a timely fashion. Consistently throughout these interviews, personnel focused on the need for strong fair and balanced leadership.

Overall Recommendations-

1. Jail personnel have indicated that the staff meals provided are not adequate and are not satisfying. A review of the menu on the tour indicated that the lunch choices were salad, hot dogs or hamburgers. Possibly an increase in the substantialness of staff meals might be a helpful morale booster worth the small increase of monetary expenditures.
 - i. Recommend addition of a hot meals to the menu
 1. Given the menu, as written on that day, an addition of a hot soup and desert would be beneficial
2. Follow previous recommendations and continue with overall improvements that have been started
3. Emphasize employee accountability for all employees
 - a. Take appropriate, standard, and decisive steps to improve performance and responsibility

Section IV- Miscellaneous

In a time where liability, accountability and performance is paramount it is only logical that any agency take whatever steps available to ensure that they are performing in the best manner possible. To guarantee that an agency's practices are considered to be among "best practices" within their field. The best way to ensure that an agency do so is to follow set guidelines. Typically set guidelines come in the form of a formal accreditation process. Within the field of law enforcement the most recognized entity for accreditation is The Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA). Though there are costs associated with gaining accreditation the team feels that these costs are well justified. The liability savings alone will justify any costs associated with accreditation.

As reported on their website; the purpose of CALEA's Accreditation Programs is to improve the delivery of public safety services, primarily by: maintaining a body of standards, developed by public safety practitioners, covering a wide range of up-to-date public safety initiatives; establishing and administering an accreditation process; and recognizing professional excellence.

Specifically, CALEA's goals are to:

- Strengthen crime prevention and control capabilities;
- Formalize essential management procedures;
- Establish fair and nondiscriminatory personnel practices;
- Improve service delivery;
- Solidify interagency cooperation and coordination; and
- Increase community and staff confidence in the agency.

These are all specific areas in which this agency needs improvements in. The assistance that seeking CALEA accreditation will provide will be immeasurable to the agency.

We would also suggest that accreditation from The American Correctional Association (ACA) in reference specifically to the jail. CALEA certifies the agency as a whole but not the jail. CALEA has no jail certifications or accreditation programs. The American Correctional Association (ACA) has an accreditation program that specifically addresses the jail and its day to day operations. This accreditation will ensure that the jail operations are in compliance with standard operating policies across the country.

It is important for the department to develop working relationships and partnerships with law enforcement agencies inside and outside the county, the District Attorney's Office, the courts, other county departments, community programs, and non-profit agencies. These relationships and partnerships will lead to a better utilization of the resources available and allow the agency to do more with their limited assets. During the team's evaluation of the resources it became apparent that other agencies' assets, within the county including other county departments, were not necessarily being used to their full potential in providing support to the mission, objectives and goals of the department. Partnerships with other county departments would provide a better cost effective service to the Rockdale County Community and its citizens thereby freeing up critical RCSO assets for more traditional law enforcement duties.

Finally the team would like to make one additional observation. With any company, agency or entity improvements can always be made. We do not want this report to be construed as a negative viewpoint upon the Rockdale County Sheriff's Office. As stated in previous sections we are impressed by the group of people working at the agency and feel that there is a huge amount of positive influences and aspects to build a stronger agency. We hope that our review is taken in the vein that it is given that these are the areas that can be improved upon. We feel that the new administration has a great opportunity to make the Rockdale County Sheriff's Office one of the best Sheriff's Offices in the State of Georgia. We hope that our efforts have been a help in this endeavor.

It should be noted that the Sheriff, and his administration, began, from his first day of in office, to take some of the steps indicated in this report. Some of the statements contained herein have already been addressed and remedied. We know that he, and his administration, will continue this forward momentum.

Table of All Overall Recommendations-

(Note**for those not in paragraph form)

Section I- Vision, Mission and Values

1. Implement a new vision mission and values statement that encompasses the entire plan of the new administration including the strategic plan and its philosophies.
2. Review that vision and mission statement periodically to make sure that it remains a reflection of the values and commitments of the agency

Section II- Agency Strategic Plan

1. Develop a term long strategic plan involving input from all employees to include objectives and goals.
2. Review the strategic plan each year for updates, progress in meeting objectives and goals and to make refinements as needed.
 - a. The plan should be revamped every four years to be in alignment with the Sheriff's Term in office.

Section III- Organization and Operations

1. Include in the policy a file review within a two/three month period by a supervisor for each investigator's active cases.
 - c. The file review allows the supervisor to meet with each deputy/investigator on an individual basis and discuss on-going cases while setting investigative strategy with time limits, as well as get a better understanding of what is going on with the investigator.
 - d. The file review assures all investigative leads have been or are being followed and helps determine the future of the investigation, i.e. all leads have been exhausted, no arrest is anticipated, the status of the evidence, etc.
2. The case management system needs to be reviewed for duplicate files and when duplication is found the records should be merged. (A former employee use to handle this task but no one outside of the employee knew how. When the employee left the merger's stopped.)
3. Determine whether the jail case management system, the Evidence Room Kart Digital Barcode Scanning software and Odyssey can be configured to exchange data and information for better coverage between the divisions and units.
4. Scan all fingerprint cards into a digital system and destroy the hard copies of fingerprints eliminating the need for filing and storing of hardcopy fingerprint cards.
5. Arrest records have been scanned into the system all the way back to 2007; it is recommended that all arrest records be scanned into the system.
6. That a formal policy be employed outlining specifically how CI's are to be handled and supervised.
 - a. Included in the policy should be a requirement that all active CI files are reviewed at least once a quarter to insure that the policy is followed and the file is current and up to date.
 - i. Anytime a CI becomes inactive for whatever reason the policy should require that a supervisor review the CI file and ensure the policy has been followed and all the proper documentation is contained therein.
 1. Once the file is considered inactive it should be reflected in the CI log.

- b. The CI log should be maintained digitally by supervisors and the log should be backed up daily with on-site storage.
7. A formal intelligence system should be developed for the collection of intelligence including field information cards created by deputies, investigators and detention officers on suspicious persons, persons of interest, and inmates who make incriminating statements or provide information related to crimes either committed in the jail or outside of jail that they come in contact with during their shift.
 - a. The field card should include bio information, why the person was stopped and questioned, and the location the person was stopped and questioned, along with any other pertinent information collected.
 - b. The system should be in a searchable database and should include a purge policy, i.e. a time frame for how long the information should remain in the system.
8. That a formal protocol be developed for the exchange of information between divisions and units.
 - a. Link the jail case data with the enforcement case data and make it available to all divisions.
9. Move the Narcotics/Vice unit to an off-site facility not associated with law enforcement and prohibit marked units and uniform officers from going to the site.
10. That undercover vehicle(s) be exchanged every six months to maintain their integrity.
11. A comprehensive policy related to evidence should be written. The policy should include:
 - a. How to handle evidence and maintain a chain of custody properly.
 - b. Retention of evidence and inclusion of deputies reporting to the evidence custodians when evidence should no longer be stored, i.e. case is adjudicated; evidence or property can be returned to owner, court order for destruction of evidence, etc.
 - c. An audit of the evidence room conducted semi-annually. Due to the size of the evidence room and the number of pieces being entered it is not feasible to conduct a full audit, so the policy should reflect a sample audit.
12. Each shift should have someone designated as an evidence custodian. Hopefully it wouldn't happen often but potentially each evidence custodian could be compelled to appear in court on a case to testify to the evidence's integrity and chain of custody while it was in the evidence room.
13. The evidence area should have security cameras that provide a view of 360 degrees within the room and at the entrance doors to the room.
14. No one (besides evidence custodians), including the sheriff or chief deputy, should enter the evidence room unless they are accompanied by an evidence custodian and they should have a justified need to enter, i.e. to collect evidence, store evidence or review evidence.
15. Anyone entering the evidence room should sign a log indicating their name, position, purpose of the visit and the specific evidence reviewed. This log could be digitalized and the entry done on a digital pad or computer.
16. All of the evidence entered into the evidence room should be entered into a digital system that cross references the case number, case investigator or deputy, the evidence receipt number, date entered and date removed, status of the case, i.e. active, pending court, closed pending appeal, or cold case status (except for providing the name of the case investigator or deputy, the current Kart Digital barcode scanning software seems to be sufficient to meet this recommendation).
17. When the evidence is removed for the last time from the evidence room this should be documented in the log with an explanation as to what authority the evidence was removed from

the room, i.e. court disposition, court order, administratively closed because of lack of evidence for prosecution, etc. All of the digital records and logs should be backed up nightly to an off-site server with redundancy for security and safety purposes. The use of the physical log books should be discontinued.

18. Provide deputies and investigators with read only access, to the Kart Digital bars code scanning software.
 - a. Determine whether the Odyssey system and the Kart Digital bar code system can be integrated without anyone having write access to the Kart Digital system besides the evidence custodians.
19. Give deputies and investigators access to the new video viewer system so they can view, isolate and copy video from the vehicle video cameras freeing up current evidence custodian's time for other duties.
20. Consideration should be given to adding an additional deputy/crime scene investigator due to the workload of the current staff and the volume of evidence entering the evidence room.
 - a. When the SO added the narcotic/vice squad to CID the volume of evidence increased significantly without the addition of any staff.
21. That plans for a secure hallway or walkway be implemented between the women's and main jail facility. This could also serve the purpose for a containment area for an outside evacuation area for inmates in the event they have to evacuate the facility.
22. Complete review of the main HQ/Administration perimeter security. Based on conversation with front door entry staff consideration should be given to some type of 24-hour surveillance system to possibly include security cameras covering the outside area with a 360 degree view.
23. Look into implementing an overall automated phone system – which gives the caller these types of options press 1 for records, 2 for CID, etc.
 - f. This would cut down on work load for administration staff and free them for other responsibilities
24. Install a television monitor with information concerning reports, bonding, warrants etc. for the front lobby of the administration building
25. Accessibility by the public to online access to accident/incident reports
26. Suggest looking at idea to charge small fee for reports etc. (for everyone) that recoups some administrative costs?
 - b. .50 or \$1.00, not enough to hurt the public perception but to recoup paper costs at least
27. That a formal protocol be developed for the exchange of information between divisions and units.
28. It is recommended that the agency digitalize all possible processes such as the live fingerprint scan storage, evidence room logs, records, documents, reports, photos etc. and then backup these processes and documents on a daily basis to an off-site server with redundancy for security and stability sake. Such a program should free up personnel for additional duties
29. Concerning the South Side Precinct;
 - a. Possible staffing recommendations;
 - i. 2 Investigators
 - ii. Sgt or Lt for Supervision purposes
 - iii. COPs personnel
 - iv. GCIC personnel
 - v. Administrative person to man the office and provide services to the public (at least in an 8-5 capacity).

- c. The exit/entrance door, which will be used by RCSO personnel, only, is not an adequate door concerning security. Different type of door needed. Need a push lever door from the inside, which remains secure on the outside, instead of the retail key lock open or closed door that exists now. There is a public entrance directly next to it.
 - c. Remove existing trailer ASAP
 - d. Install sign on front door giving a date for opening and a number to call if anyone needs assistance until the building is in use
 - e. That a t-line or partial t-line be run from the main agency to precinct for communication purposes between the two offices. This will allow the digital transfer of information from the two offices over a secure line. This information can include criminal history, fingerprints, photos, case reports and files, and accident reports allowing the staff to receive this data real time for customers/clients and for investigative purposes.
30. See appendix I- recommendation for RCSO organizational structure
31. That civil and fugitive personnel be assigned separate "sections" but work together when needed
32. That work release report to the Jail supervisory staff instead of this division
33. That Vice & Narcotics be supervised by a Lt and that they be moved to an off-site location
34. Those U/C cars are leased for six month periods so there is a constant change in vehicles.
35. That the U/C office be moved off site from the SO and that no uniform car or uniform officer be allowed to go to the off site location.
36. Link the jail case data with the enforcement case data.
37. Based on conversations with certain personnel it is recommended that the Sheriff support the passage of a county ordinance requiring Pawn Dealers to digitally record all property they take in for loan collateral and provide this digital information to CID for cross check against known stolen property. For the program to be effective the SO will have to setup a database that matches the data reported by the Pawn Dealers with the reported stolen property to the SO. Other counties such as Cobb already have a system like this in place and it has proven beneficial.
38. Inmate workers sitting area is in employee lounge area of the administration building.
- a. Security issue with personnel food etc. (refrigerator there) plus moral issue (RCSO personnel need something of their own that is private)
39. Workout area
- a. Workout room bathroom has picture of both male/female but says "Men".
 - g. Only one restroom with shower (adequate but to encourage usage one more would be ideal)
 - h. At minimum the shower area should be updated, repaired and cleaned up
 - i. Equipment should be repaired and/or inspected
 - j. Posters placed on walls that teach the benefits of good health and nutrition
40. Squad room-
- h. Copies of required paperwork not in squad room for deputies
 - i. Warrants
 - ii. Juvenile complaints forms
 - iii. CT warnings
 - iv. Etc.
 - 1. Old copies are faded and not legible
 - i. Mirror needed near squad room door. So deputies can review their appearance when leaving for their shift.
 - j. Signage with definitions of important LE terms should be on the walls, i.e.

- i. Probable cause,
 - ii. Reasonable suspicion,
 - iii. Cannons of Police Ethics
 - iv. Click it or ticket posters
- k. Copies of excerpts from important case law should be on the walls in the squad room; for example
 - i. Terry v. Ohio,
 - ii. Miranda v Arizona,
 - iii. Tennessee v Garner,
 - iv. Terry v Ohio,
 - v. Graham v Conner,
 - vi. Carroll v United States,
 - vii. Gant...etc.
- l. Reference books needed in squad room; for instance
 - i. Georgia law enforcement handbook (Thompson Reuters-West publisher recommended)
 - ii. DSM-IV
 - iii. PDR
 - iv. Law officer magazine
 - v. NICB- pocket guides, fire investigations, staged accident investigations, and motor vehicle theft investigations
 - vi. Dept. of Public Safety Traffic Code cheat sheet
 - vii. Implied consent cards
 - viii. Georgia Uniform Accident Reporting Guide
 - ix. NICB vehicle manuals
 - x. Problem oriented guides for police series
 - xi. Verbal judo books
 - xii. NADDI drug bulletins
 - xiii. DPS legal review
 - xiv. Federal law enforcement informer
 - xv. FBI law enforcement guide
 - xvi. Prosecuting Attorneys Council of Georgia case law update
 - xvii. ADL- Guidebook to extremism for law enforcement
 - xviii. WMD Response Guidebook
 - xix. EMR guides
 - xx. Different textbooks on report writing (ISBN; 0-13-159719-1, 0136476295, 9780205499106, 9780136093558, 978-0131347632)
 - xxi. Hodges Hardbrace Handbook (for writing assistance)
 - xxii. Various brochures for RCSO personnel to give out to the public
- m. Most of these last three can be obtained at no cost or little cost to agencies from;
 - i. <http://www.ojdp.gov/publications/index.html>
 - ii. http://www.missingkids.com/missingkids/servlet/PublicHomeServlet?LanguageCountry=en_US
 - iii. <https://www.ncjrs.gov/App/Publications/AlphaList.aspx>
 - iv. <http://www.drugabuse.gov/>
 - v. <http://www.gahighwaysafety.org/>
 - vi. www.maddga.org

- vii. <http://www.nhtsa.gov/>
 - viii. <http://www.cops.usdoj.gov/>
 - n. Thumb drive for deputies when they start in patrol with needed information, forms etc.
41. Report completion potential in administration building
- d. Currently there are 4 computers in workstation near squad room
 - a. The computers currently available for personnel to complete reports are obviously VERY old and have not been updated
 - b. Some do not work at all
 - e. Recommend a minimum of 8 computers (all updated)
 - f. That room needs same signage and reference books as squad room
42. Lakeview Precinct
- a. Remove this precinct, it is an eyesore, and it being ignored is detrimental to the reputation that RCSO should be trying to maintain
 - b. Remove and possibly use building for other purposes
43. Move Special Ops into Vice & Narcotics current facility
44. Move COPs unit into existing Special Ops area
45. Use existing COPs area for more records, support services, grants accreditation areas
46. Move IT person to 3rd floor office area
47. 3rd floor elevator
- a. If 3rd floor is secure from the public why is additional permissions needed to access administration
 - b. Encourages an “us versus them” mentality
 - c. Remove the extra permission for that elevator
48. Install a television monitor with information concerning reports, bonding, warrants, fingerprinting, etc. in the main jail entrance

Section IV- Policy and Procedures

1. That appropriate Sheriff's Office staff should conduct a complete review of the General Orders Manual to assure grammar, tense, and spelling are accurate; that terminology;
 - a. referring to organizational units is consistent and up-to-date; and that all internal references are consistent and proper
 - b. this includes the term to describe the deputy or investigator responsible for an investigation and its case file, i.e. in several of the Directives the term primary investigator is used to describe this individual. It is recommended that the term “case deputy” or “case investigator” be used universally throughout the Directives to describe this person or position as this is the most common term used in law enforcement.
2. That appropriate Sheriff's Office personnel should conduct a review of existing general orders to assure a standardized format throughout the manual.
3. That the Sheriff's Office consider reorganizing the General Orders Manual to make it more “user friendly” and flow with the new command and organizational structure.
4. That the Sheriff's Office should ensure that General Orders along with the organization of the Department, the written directive system, Sheriff and staff authority are all reviewed and updated at least annually.
5. That the Sheriff's Office should ensure a proper management and legal review of each General Order prior to promulgation.
6. That the Sheriff's Office should conduct a staff study to determine the existence, quality, and use of policies and procedures in critical units.

7. That in Directive 1.31 “Digital Technology and Social Networking” it should be spelled out very clearly that personnel are not to use their personal digital equipment to conduct investigations or carry out investigations and as recommended by the US Department of Justice and the Internet Crimes against Children Task Force governing body that only department equipment be used to conduct investigations and to do forensics on digital devices.
8. That in Directive 4.50 “Use of Force” consideration be given to include language that when a deputy is involved in a use of force issue requiring that he/she surrender their duty gun, that either their duty gun or substitute gun be returned to them as soon as possible.
9. That in Directive 4.66 “Firearm Qualification” discusses annual qualification. It is recommended that consideration be given to changing this to semi-annual qualification and if possible quarterly qualification. At a minimum general firearms training should be offered regularly and often.
10. That in Directive 5.10 “Criminal Investigation” clear instructions are not provided as to how a case report or case file will be reviewed. It is recommended that policy include a good description for how the case is to be reviewed by a supervisor and the time frames for the review, i.e. every time a document is placed in a case file a supervisor should review and approve it. That at least once a quarter a supervisor should review an investigator’s open cases for determination and strategy on how best to proceed. The review should be written and provide instructions as to what is expected before the next review.
11. It is recommended that a policy be developed to define criminal intelligence, how the criminal intelligence is to be documented, how the criminal intelligence is to be used, a retention period for the information and instructions on how it is to be destroyed.
12. That Directive 5.11 “Missing Persons” is updated to include information on all the resources offered by the National Center for Missing and Exploited Children (NCMEC) to local law enforcement at no cost.
 - a. The directive should also include specific instructions to follow when searching for a missing special needs child. The National Missing Persons and Unidentified Human Remains Database NamUs should also be included in the directive with specific instructions to follow in using this valuable tool.
13. It is recommended that language in this Directive include the collection of biometric data by an investigator when it is clear the case will not be cleared within a reasonable time including dental x-rays, charts and graphs, DNA samples from family members for a DNA family profile, medical records surgeries, implants etc. and fingerprints,
14. That Directive 5.25 “Information Development” should include a more detailed accounting of funds used to purchase information. This accounting should include a description of the audit trail including checks and balances. It should also include at least a quarterly review by a supervisor or above of all open or active confidential informant (CI) files including documentation and funds expended since the last review. During this review a decision can be made as to whether the CI should remain active or the CI file should be closed.
15. That a Directive be created to address Cybercrime investigations and Digital Evidence. Information contained in this Directive should include definitions of digital devices, digital storage devices, and digital forensics. Also the Directive should address services offered by the National White Collar Crime Center and the Internet Crimes Complain Center.
16. That a Directive be created to address the victims of Identity Theft Fraud. The directive should include providing an information sheet for what steps the victim should take to prevent further victimization of their identity

Section V- Recruitment, Selection and Retention

1. No additional recommendations other than within written content

Section VI- Training and Development

1. It is recommended that someone other than the one existing Deputy be licensed and trained to operate the mobile command post.
2. Someone(s) from CID should be trained to operate the Total Station for crime scene mapping/diagrams. At present, traffic is tasked with this responsibility.
3. Recommend training personnel in cybercrime investigations and digital forensics.
4. That fugitive personnel have SWAT training

Section VII- Equipment, Supplies, and Maintenance

1. That consideration is given to adding a clerk to work with the supply deputy to assist in keeping up with paperwork, orders and inventory, freeing him up for other duties.
2. That others be cross trained to work in supply when needed.
3. That the supply office be moved to the vehicle storage area along with the supply, equipment and uniform inventory excluding the armory inventory.
4. A set hours of operation would be helpful for the supply issue
5. That a relationship is developed with the county maintenance department and that they provide assistance to the SO in maintenance issues freeing up sworn personnel
6. That a full time maintenance employee or detention deputy be assigned to handle the maintenance in jail during regular business hours
7. That when insurance reimbursements received for damaged vehicles the money goes back into the SO budget for replacement vehicles.
8. That a yearly rotation plan be developed for vehicles and equipment and that plan published and abided by
9. That someone be responsible for touring the jail each morning for maintenance issues ensuring that all of the safety features are properly working and are in good order.
10. That all work requests for maintenance go through the problem area's supervisor
11. Armory
 - d. Rifle/shotgun training should be mandatory
 - e. Shotguns should be required equipment
 - f. All weapons should be issued and personnel trained on use of equipment
12. That problems MDTs, having problems with keyboards sticking (rubber keyboards), be fixed
13. Patrol unit GPS should be in working order
14. That audio packs be in working order
15. That all patrol personnel should have department business cards in order to give to public to write case numbers on
 - b. Using torn sheets of paper to give out case numbers to the public seems to be encouraged
 - i. Improves public image
 - ii. Improves morale

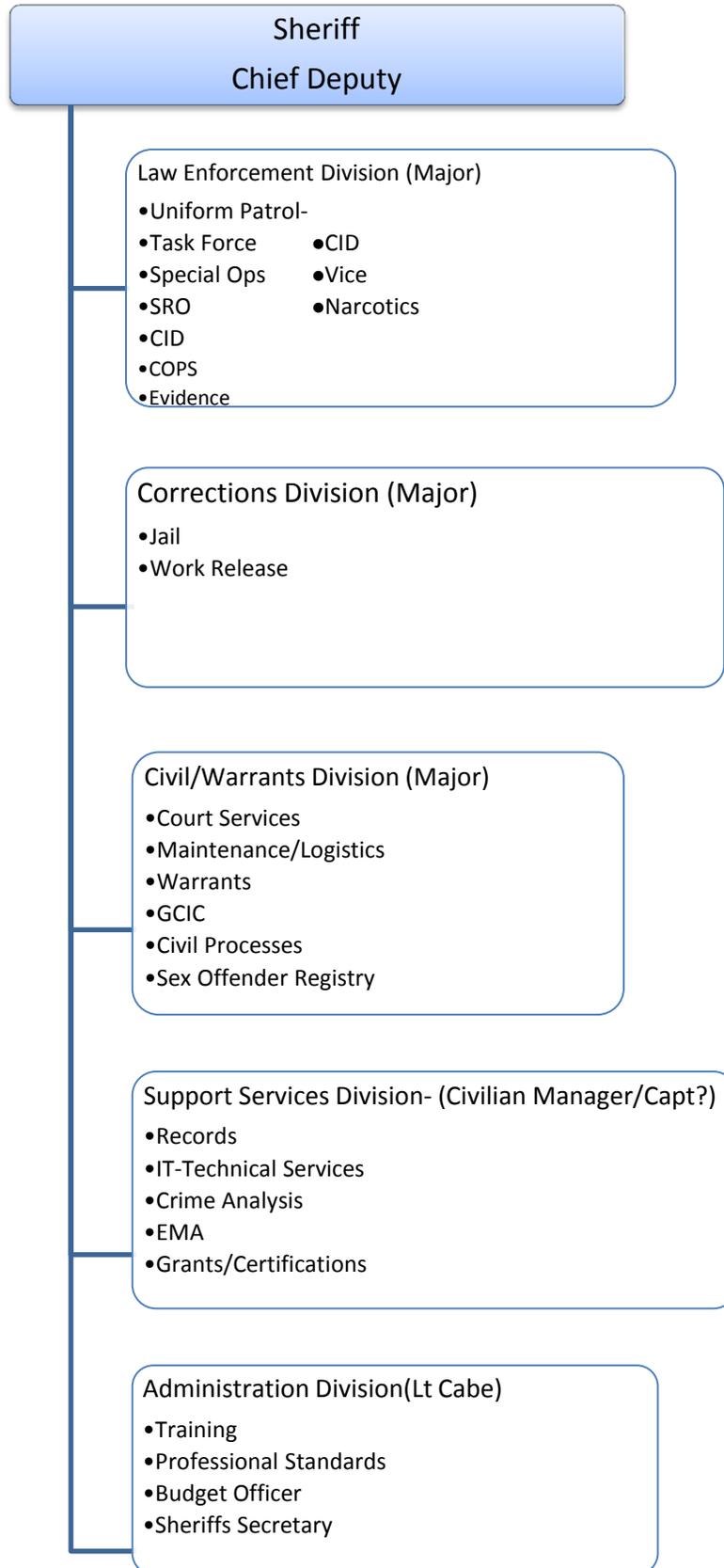
Section VIII- Morale

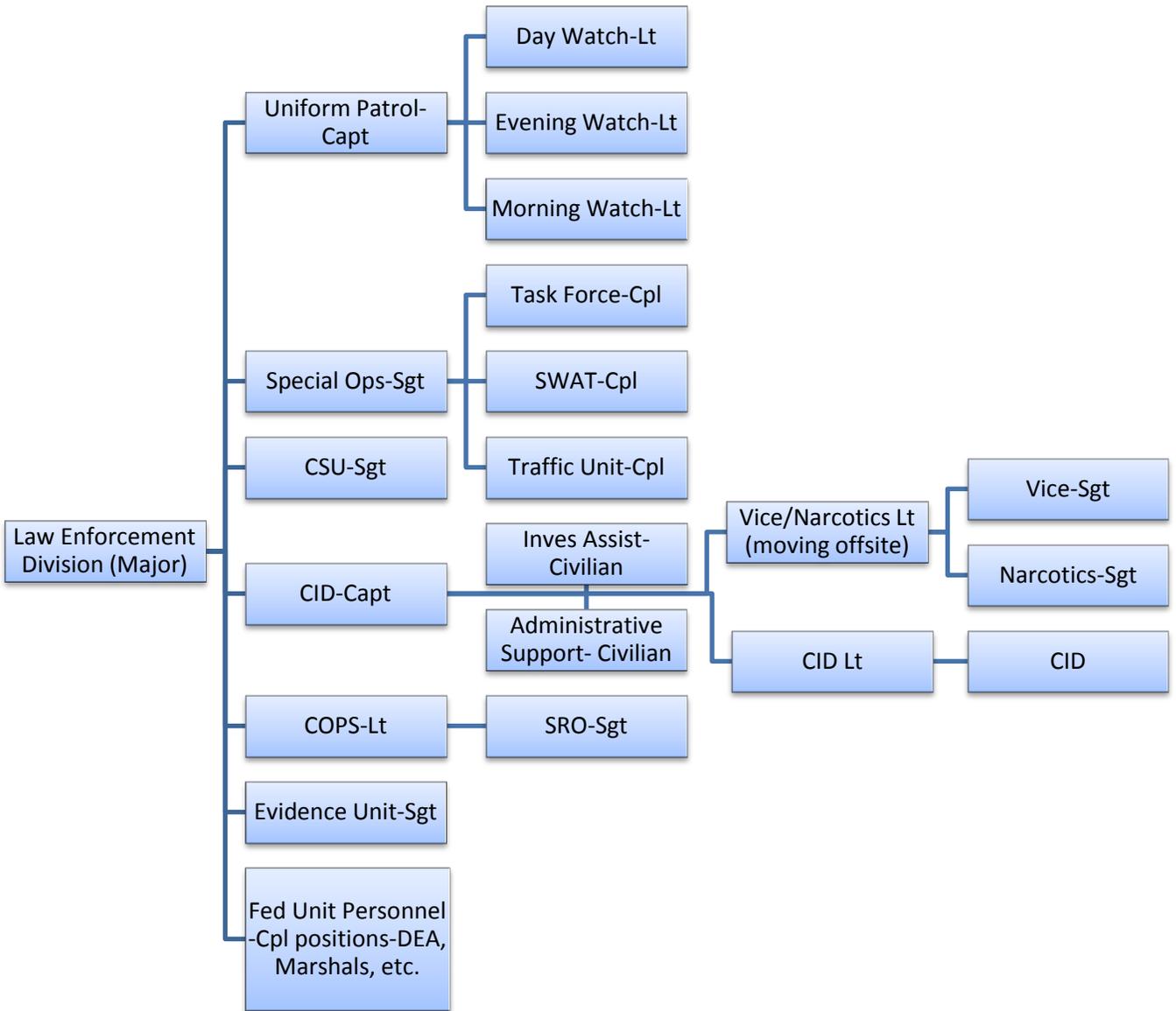
1. Jail personnel have indicated that the staff meals provided are not adequate and are not satisfying. A review of the menu on the tour indicated that the lunch choices were salad, hot dogs or hamburgers. Possibly an increase in the substantialness of staff meals might be a helpful morale booster worth the small increase of monetary expenditures.

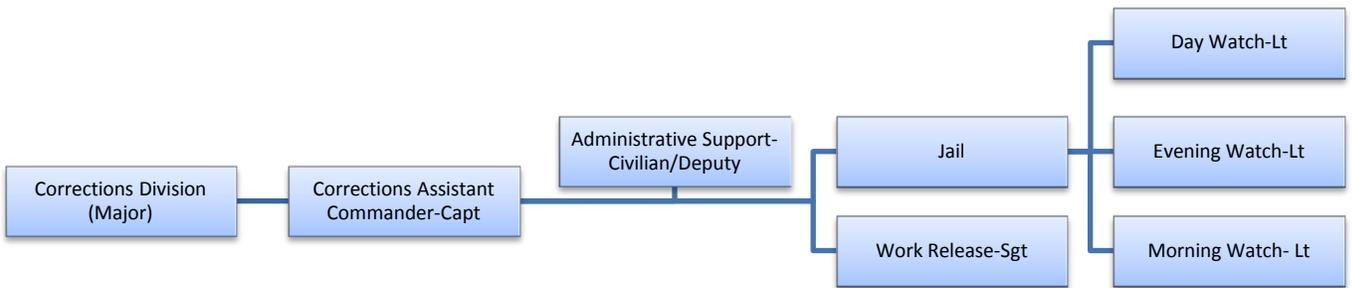
- a. Recommend addition of a hot meals to the menu
 - b. Given the menu as written on that day an addition of a hot soup and desert would be beneficial
2. Follow previous recommendations and continue with overall improvements that have been started
3. Emphasize employee accountability for all employees
4. Take appropriate, standard, and decisive steps to improve performance and responsibility

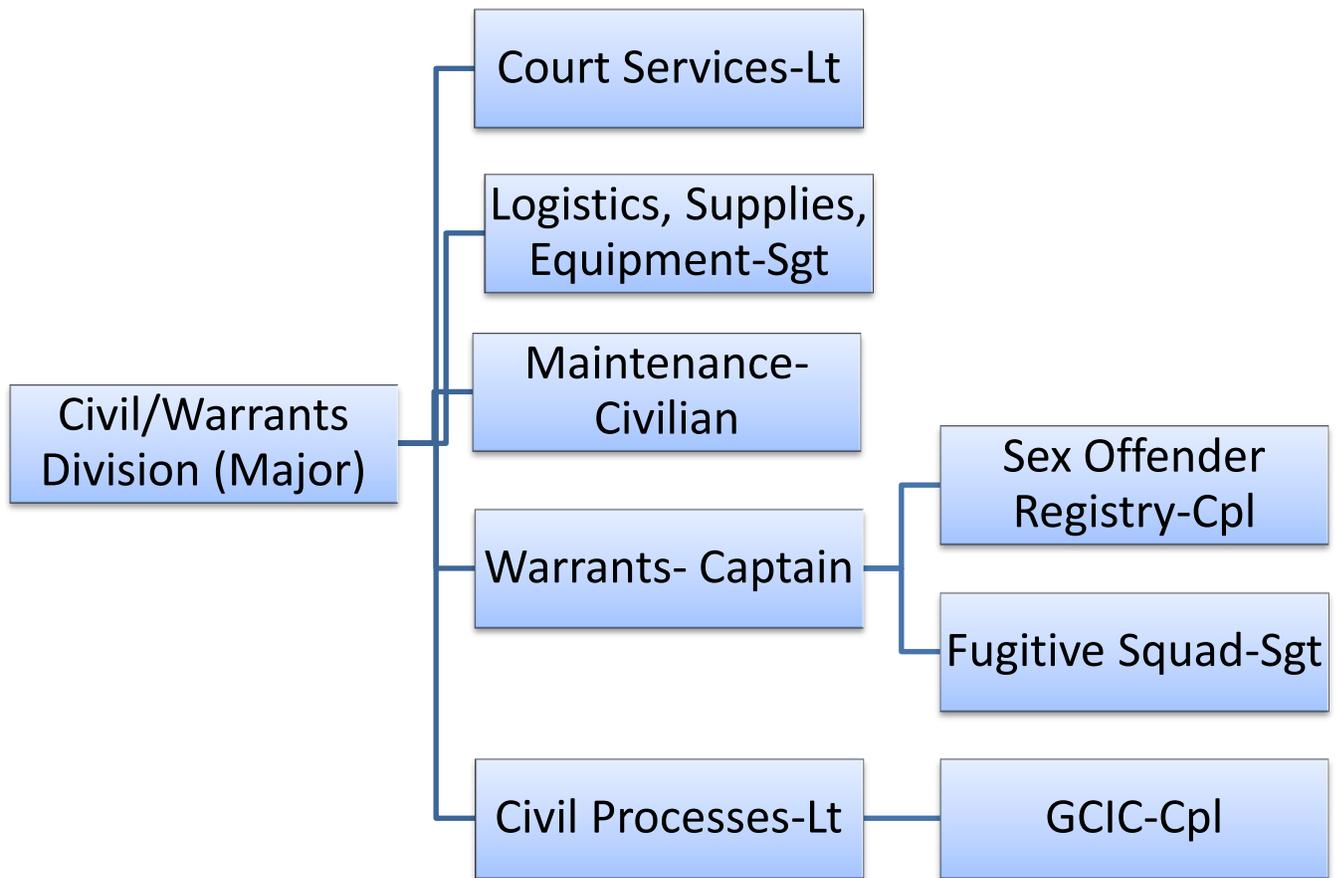
Appendix I

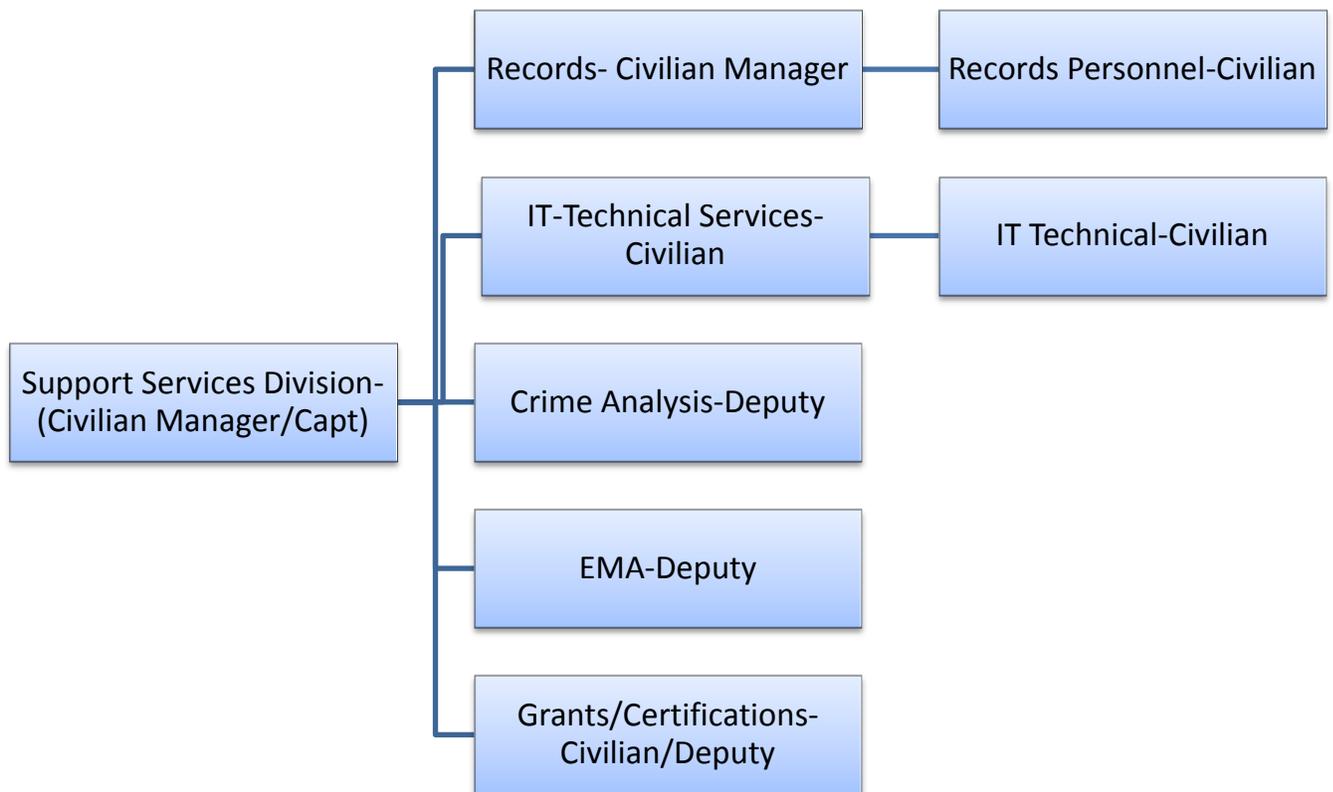
Recommendation for RCSO Organizational Structure













Bibliography

- The American Correctional Association. Retrieved March 29, 2013 from; <http://www.aca.org>
- Brereton, G. (1961, June). *The Importance of Training and Education in the Professionalization of Law Enforcement*. The Journal of Criminal Law, Criminology, and Police Science. Retrieved March 26, 2013 from;
<http://www.jstor.org/discover/10.2307/1141511?uid=3739616&uid=2129&uid=2134&uid=4579838237&uid=2&uid=70&uid=3&uid=4579838227&uid=3739256&uid=60&sid=21102046445337>
- Bureau of Justice Statistics. (2002). *State and Local Law Enforcement Training Academies, 2002*. Retrieved March 11, 2013 from; <http://bjs.ojp.usdoj.gov/content/pub/pdf/slleta02.pdf>
- Church, J. (December, 2006). *Ten Rules for Effective Law Enforcement Recruiting*. Retrieved March 29, 2013 from; <http://www.officer.com/article/10250430/ten-rules-for-effective-law-enforcement-recruiting>
- Cruikshank, D. (September, 2012). *Recognizing the True Cost of Low Morale*. Police Chief Magazine. Retrieved March 29, 2013, from,
http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display_arch&article_id=2756&issue_id=92012
- Gordon, M. (August, 2004). *Police Recruiting in the 21st Century*. Retrieved March 29, 2013 from;
[http://www.emich.edu/cerns/downloads/papers/PoliceStaff/Police%20Personnel%20\(e.g.,%20Selection,%20%20Promotion\)/Police%20Recruiting%20in%20the%2021st%20Century.pdf](http://www.emich.edu/cerns/downloads/papers/PoliceStaff/Police%20Personnel%20(e.g.,%20Selection,%20%20Promotion)/Police%20Recruiting%20in%20the%2021st%20Century.pdf)
- National Institute of Justice (NIJ). (2006, November). *Police Accountability: Current Issues and Research Needs*. Retrieved February 12, 2013, from; <https://www.ncjrs.gov/pdffiles1/nij/grants/218583.pdf>
- McQuire, E. (2003). *Measuring the Performance of Law Enforcement Agencies*. Retrieved March 2, 2013 from; <http://www.calea.org/calea-update-magazine/issue-83/measuring-performance-law-enforcement-agencies-part-1of-2-oart-article>
- Miller, L. (2006, October) *Psychological Principles and Practices for Superior Law Enforcement Leadership*. Retrieved March 24, 2013, from
http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display&article_id=1026
- Olson, A, Wasilewaski, M. (April, 2011). *Morale-Building Leadership; Five essential habits for police supervisors*. Law Officer Magazine. Retrieved March 29, 2013 from;
<http://www.lawofficer.com/article/leadership/morale-building-leadership>
- Pinizzotto, A, Bohrer S, & Edwards, D. (April, 2011). *Law Enforcement Professionalism Training Is the Key*. FBI Bulletin. Retrieved March 26, 2013 from; http://www.fbi.gov/stats-services/publications/law-enforcement-bulletin/april_2011/law_enforcement_professionalism
- Police One.com (2012). *Supervisors for police: How many is too many*. Retrieved March 11, 2013. From;
http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display_arch&article_id=725&issue_id=102005

Reynolds, L. (2008, November). *Guidelines for Maximizing Training Efforts: Vision, Mission, and Leadership*. Retrieved March 14, 2013 from; http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display_arch&article_id=1669&issue_id=112008

Silverii, S. (2012). *Sink or Swim; Scarcity of Resources Create Opportunities for Change*. Retrieved March 14, 2013, from; <http://lawenforcementtoday.com/category/leadership/strategic-planning/>

The Commission on Accreditation for Law Enforcement Agencies, Inc.(CALEA). Retrieved March 29, 2013 from; <http://www.calea.org/>

Volunteers in Police Service. Retrieved March 29, 2013 from; <http://www.policevolunteers.org/pdf/Explorer%20Post.pdf>

Williams, S. (October, 2012). *It's the Social Era, and We Still Need Mission, Vision and Values*. Retrieved March 14, 2013 from; <http://www.govloop.com/profiles/blogs/it-s-the-social-era-and-we-still-need-mission-vision-and-values>

Zhao, J (July, 2006). *Strategic planning in law enforcement agencies*. University of Nebraska at Omaha. Retrieved February 12, 2013 from <http://www.cops.usdoj.gov/Publications/zhao.pdf>

Everyone,

On behalf of the Transition Team I wanted to let you all know what the status is of our review. We completed our process and turned in the final report to Sheriff Levett and Chief Deputy Freeman this past Monday. We appreciate all the assistance that each of you provided the team in our efforts. We hope that the process was a productive one. I also wanted to let you know that we have closed the email address we were using as well. Of course if you ever needed to reach us please feel free to contact me at this address and I will be glad to help.

Thank you again on behalf of the team and we wish you all much success!

The Rockdale County Sheriff's Office is a great department, has a lot of wonderful people working there, and we feel that there are a lot of new and exciting things coming your way. This transition team review was an exciting process and we were all honored to be involved.

Stay Safe!!

Beverly Thomas, MS

Division Chair

Health, Public Safety, & Security Division

Georgia Piedmont Technical College

(Formerly DeKalb Technical College)

8100 Bob Williams Parkway

Covington, Georgia 30014

Office 404) 297-9522 ext. 5302

Fax 770) 784-4081