

CALEA



**Assessment Report for the
DeKalb County (GA) Sheriff's Office**

2012

**DeKalb County (GA) Sheriff's Office
Assessment Report
April 2012**

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A. Agency name, CEO and AM

DeKalb County (GA) Sheriff's Office
4415 Memorial Drive
Decatur, GA. 30032

Thomas Brown, Sheriff
Melissa Manrow, Accreditation Manager

B. Dates of the On-Site Assessment:

April 22-25, 2012

C. Assessment Team:

1. Team Leader: Larry L. Schultz
Chief of Police (Retired)
South Beloit Police Department
519 Blackhawk Blvd.
South Beloit, IL 61073

2. Team Member: Marion Todd Vandergrift
Assistant Special Agent in Charge
North Carolina State Bureau of Investigation
3320 Garner Road
Raleigh, NC 27626

D. CALEA Program Manager and Type of On-site:

Maya Mitchell, Program Manager
Fourth reaccreditation, D size (319 personnel; 229 sworn and 90 non-sworn)
5th edition Law Enforcement Advanced Accreditation
The agency utilizes the CACE-L software program.

E. Community and Agency Profile:

1. Community profile

DeKalb County, Georgia is situated immediately east of the city of Atlanta and encompasses within its borders a small portion of the corporate limits of Atlanta. DeKalb's population of 744,447 ranks third among Georgia's counties and is the most culturally diverse in the state.

The DeKalb County Government is administered by a seven-member board of commissioners and a full-time chief executive officer. The chief executive officer is

elected countywide and districts elect the seven commissioners. All serve four-year staggered terms. Each year, the board elects one of its members to serve as the presiding officer. The board of commissioners has several primary responsibilities: to adopt an annual budget and to levy a tax rate and service charge structure sufficient to balance the budget; to rule on requests to rezone property; and to adopt and amend the County Code.

There are three school systems in operations: DeKalb County, Decatur, and Atlanta public school systems. The county is also home to a number of colleges and universities, including Emory, Agnes Scott, Oglethorpe, DeKalb Tech, and Georgia Perimeter.

2. Agency profile

The DeKalb County Sheriff's Office operates under the administration of an elected sheriff whose term of office is four years. Sheriff Thomas Brown is the chief executive officer for the DeKalb County Sheriff's Office. Reporting directly to Sheriff Brown is Chief Deputy Jeffrey Mann. The agency's organizational structure comprises four primary divisions: Administrative, Court, Jail, and Field Services. Each division is subdivided according to functions and responsibilities.

The DeKalb County Board of Commissioners has designated the DeKalb County Police Department as the primary response agency for criminal investigations in the unincorporated areas of DeKalb County. The primary responsibility of the DeKalb County Sheriff's Office is to operate the county jail, court security, and the execution of criminal and civil processes.

Under Sheriff Brown's leadership, the DeKalb County Sheriff's Office has earned and maintained accreditation from the nation's three leading law enforcement accreditation commissions: The Commission on Accreditation of Law Enforcement Agencies (CALEA), the National Commission on Correctional Health Care (NCCHC), and the American Correctional Association (ACA). As a result, the agency has been awarded the National Sheriffs' Association Triple Crown Award.

3. Demographics

The demographic composition of the service area and agency are represented in the following table:

In May 2010, the agency offered an early retirement incentive. As a result, the agency underwent a tremendous transformation with 85 retirements. Since those with more seniority received greater incentives, and since most of the staff members with greater seniority were Caucasian, many Caucasian staff opted for retirement. Therefore the agency saw a dramatic decrease in Caucasian staff during this assessment period.

The agency is not in approximate proportion with the county's demographic groups. The agency has a recruitment plan with specific objectives to assist in recruiting all demographic groups.

Demographics Report

	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Assessment Sworn Officers		Prior Assessment Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	245,682	33.0	135,945	36.0	18	7.8	2	1.0	53	26.8	11	5.6
African-American	398,773	53.6	192,589	51.0	210	87.7	56	24.4	132	66.7	46	23.2
Hispanic	69,676	9.4	26,434	7.0	5	2.2	0	0	8	4.0	4	2.2
Other	30,296	4.1	22,657	6.0	5	2.2	0	0	5	2.5	4	2.2
Total	744,427	100.0	377,625	100.0	229	100.0	58	25.3	198	100.0	65	32.8

4. Future issues

The economy continues to result many funding challenges for most service providers, including the DeKalb County Sheriff's Office. Although the agency has not had to reduce staffing, adding staff to address a steadily increasing workload is unlikely in the immediate future. The agency has approximately 40,000 criminal warrants awaiting service, a number that has not fluctuated significantly over the past ten years. Although the number of deputies available to serve those warrants has increased to about 25 the number is not sufficient to make headway on the backlog.

The agency is in the process of planning for a grant-funded upgrade and remodel of the main courthouse control room to separate monitoring of the inmate detention area from the monitoring of other areas of the courthouse to ensure the best focus on each area being monitored.

Another challenge is the increasing technological capabilities of the private sector and the criminal element. The agency's hardware and software are often far behind that of the suspects being pursued. The agency is striving to obtain grants and partnership opportunities to upgrade to state-of-the-art systems.

5. CEO biography

Sheriff Thomas Brown has served the citizens of DeKalb County since they first elected him sheriff in 2001. He was reelected in 2005 and again in 2009. His public service career began in 1972 as a firefighter for the city of Atlanta. He served in various positions of leadership with the fire department, advancing to deputy fire chief of operations at Atlanta's Hartsfield International Airport.

Under Sheriff Brown's leadership, the DeKalb County Sheriff's Office has earned and maintained accreditations from the nation's three leading law enforcement accreditation commissions: The Commission on Accreditation of Law Enforcement Agencies (CALEA), the National Commission on Correctional Health Care (NCCHC) and the American Correctional Association (ACA). For this accomplishment, the agency has been awarded the Triple Crown Award from the National Sheriff's Association.

Sheriff Brown earned a Bachelor of Science degree in administration from Brenau Professional College, Gainesville, Georgia, and is a member of numerous professional law enforcement associations and community organizations. He has earned numerous honors, awards, and expressions of appreciation for his dedication to excellence and his compassion for people.

F. Public Information Activities:

Public notice and input are a corner stone of democracy and CALEA accreditation. This section reports on the community's opportunity to comment on their law enforcement agency and to bring matters to the attention of the Commission that otherwise may be overlooked.

a. Public Information Session

A public information session was held on Monday, April 23, 2012, at the Decatur Branch of the DeKalb County Public Library, located at 215 Sycamore Street, Decatur, Georgia. The meeting was called to order at 6:30 p.m. Two individuals were in attendance. The address was read with a final call for submissions being made at 6:45 p.m. Of those in attendance, no individual made comments to the assessment team.

b. Telephone Contacts

The public telephone call-in session was held on Monday, April 23, 2012, between 1:00 p.m. and 3:00 p.m. During the call-in session, assessors received two calls. Both callers commented positively on the agency and its personnel. At approximately 4:45 p.m. the assessment team received another call. The caller had questions as to why there had been an increase of squads driving on her street during the past year. The inquiry was actually pertaining to the DeKalb County Police Department. She provided contact information and was told that her inquiry and contact information would be forwarded to the appropriate agency.

c. Correspondence

The assessment team received no letters.

d. Media Interest

A media release was distributed by the agency to local media outlets prior to the on-site assessment. One article was published announcing the on-site assessment, public hearing, and call-in session. The *Champion Newspaper* published an article on April 19, 2012. The assessment team did not have any contact with the media during the on-site assessment.

e. Public Information Material

The agency distributed a public notice and media release concerning the on-site activities and to encourage input during the on-site assessment. The public notice was distributed to all libraries, government buildings, and key internal agency offices. All television, radio, and newspapers in the area were provided with a news release issued on April 2, 9, and 16, 2012.

f. Community Outreach Contacts

During the on-site assessment, assessors spoke with several community leaders. The following are excerpts of their comments:

- Solicitor General Sherry Boston, DeKalb County. Attorney Boston is the elected prosecutor for all misdemeanor offenses charged in DeKalb County. She works closely with the Sheriff's Office in many court related functions. The agency does an "excellent job" ensuring that everything is accomplished in an efficient, effective, and timely manner.
- Chief Judge Desiree Sutton Peagler, Juvenile Court of DeKalb County. The Honorable Judge Peagler spoke highly of the security provided to the court, staff, and citizens by the DeKalb County Sheriff's Office. The chief judge commented positively about the direct services provided to the court and added that the agency has always been very responsive to any official requests or need of the court.
- Chief Billy Grogan, Dunwoody (GA) Police Department. Chief Grogan was hired in 2008 to completely build and start up a new police department for the newly incorporated city of Dunwoody. The police department went live in 2009, and Chief Grogan credits the DeKalb County Sheriff's Office for being very helpful throughout the process. Sheriff's Office personnel are active participants in monthly meetings involving area law enforcement agencies.
- Chief Christine Hudson, Clarkston (GA) Police Department. Chief Hudson has been in law enforcement for 20-plus years and has been with several law enforcement agencies in DeKalb County during her

career. She has always had an excellent working relationship with members of the DeKalb County Sheriff's Office. She describes the agency as professional and always willing to provide assistance to other agencies when needed.

G. Essential Services

Law Enforcement Role, Responsibilities, and Relationships and Organization, Management, and Administration. (Chapters 1-17)

The constitution of the State of Georgia designates the sheriff of each county as the chief law enforcement officer for that county. The sheriff is elected by the qualified voters of his or her respective county for terms of four years. All powers and authority vested in employees of the Sheriff's Office are derived directly from the sheriff.

The primary responsibility of the DeKalb County Sheriff's Office is to operate the county jail, court security, and the execution of criminal and civil processes. However, there are occasions when a deputy becomes involved in traffic enforcement as well as other law enforcement functions.

The agency has mutual aid agreements with nine area cities and memorandum of understanding (MOU) agreements with the Federal Bureau of Prisons and the sheriff of Fulton County Georgia.

The agency's written directive and current organizational chart clearly define the organization and delineate the primary responsibilities of each component. Similar functions are organized under one of four divisions. Each of the division commanders reports directly to Chief Deputy Mann.

- Administration Division – Director Xernia Fortson
- Field Services Division – Major Robert Sims
- Court Division – Major Larry Tolbert
- Jail Division – Major Reginald Scandrutt

A copy of the agency's *Policy and Procedures Manual* clearly addresses the mandated authority and responsibilities of agency members as well as the policy and procedures of the agency. The manual is issued to each employee, and each division, office, and section has a copy readily available to personnel. Newly issued or revised general orders are distributed to every employee of the agency.

The Office of Accreditation disseminates the general orders via email to division, office, and section commanders. The commanders are responsible for distributing the order down through their chain of command until all employees under their command have received a personal copy. Members sign an acknowledgement statement form to verify receipt and review of each disseminated directive. Copies of the directives are also

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posted on bulletin boards located near roll-call rooms and other strategic locations. In-service training is provided as appropriate.

The agency's administrative reporting program produces a number of daily, weekly, and monthly statistical reports for internal and external dissemination. The accreditation manager is responsible for ensuring that all reports and documentation associated with accreditation and certification are maintained in the agency's accreditation files.

Ethics and values are incorporated into the daily operations of the agency and are part of the agency's culture. All sworn deputies of the agency take and abide by an oath of office, swearing to uphold the U.S. Constitution and the law of the land. Ethics training is provided to all new employees during a welcome and orientation program. The agency has three different Codes of Ethics: one for sworn personnel, one for detention personnel, and one for the non-sworn employees. Biennial ethics training is conducted for all personnel and was last provided agency-wide during August 2011.

The agency has an auxiliary officer program. Auxiliary officers are not commissioned with sworn officer status and do not have law enforcement powers or any authority granted to them by the agency. Currently the agency has seven auxiliary officers who primarily assist with administrative tasks.

The agency's Reserve Deputy Unit provided several community service functions to include crime and drug awareness programs, and community relations activities. There are currently 40 reserve deputies within the agency who are required to perform a minimum of 20 hours per month. Reserve deputies take the official oath for deputy sheriff and receive public liability protection equal to that of full-time deputy sheriffs. All reserve deputies must successfully complete the Basic Mandate Course, as prescribed by the Georgia Peace Officers Standards and Training Council, the agency's 80 hour deputy sheriff school, and an annual 20 hours of in-service training. Training is the same for all sworn and reserve officers.

The Special Projects Coordinator is responsible for planning, analysis, and research activities. The coordinator provides support to the overall operations of the agency. The coordinator also develops a multi-year plan for the agency that anticipates long-term problems and suggests alternative solutions, as well as addressing staffing, equipment needs, training, projected capital improvements, and population trend data.

Annually, during the month of July, each division commander prepares a proposed budget for the upcoming fiscal year that includes documentation and justification. The sheriff then submits a line-item budget proposal for consideration by the DeKalb County Board of Commissioners. The agency's current fiscal year operating budget is \$82,000,000.

The authority and responsibility for the fiscal management of the agency are clearly defined. Agency controls ensure accountability for all funds, equipment, and supplies.

All cash funds are tightly controlled and regularly audited. The fiscal management practices of the agency are sound and promote accountability in order to maintain the integrity of the system and the agency.

The agency requests an annual audit of financial operations, which is performed by the county's finance department. The audit of financial controls and revenue collections reviews accounts and will make recommendations regarding account handling procedures and processing should any needs be identified.

Bias Based Profiling

The agency has a written directive specifically prohibiting bias-based profiling in traffic contacts, field contacts, and asset seizures. The agency conducts annual in-service training in bias-based profiling issues including legal aspects.

The agency did not receive any bias-based profiling complaints during the assessment period; thus no data table was created. The agency did conduct an annual administrative review of agency practices during this assessment period. No changes to agency practices were necessary.

Traffic Warnings and Citations - 2011

Race/Sex	Warnings	Citations	Total
Caucasian/Male	25	Unknown	Unknown
Caucasian/Female	15	Unknown	Unknown
African-American/Male	87	Unknown	Unknown
African-American/Female	59	Unknown	Unknown
Hispanic/Male	4	Unknown	Unknown
Hispanic/Female	1	Unknown	Unknown
Asian/Male	2	Unknown	Unknown
Asian/Female	1	Unknown	Unknown
OTHER	8	Unknown	Unknown
TOTAL	202	400	602

Traffic Warnings and Citations - 2010

Race/Sex	Warnings	Citations	Total
Caucasian/Male	25	Unknown	Unknown
Caucasian/Female	12	Unknown	Unknown
African-American/Male	96	Unknown	Unknown
African-American/Female	64	Unknown	Unknown
Hispanic/Male	2	Unknown	Unknown
Hispanic/Female	1	Unknown	Unknown
Asian/Male	1	Unknown	Unknown
Asian/Female	0	Unknown	Unknown
OTHER	17	Unknown	Unknown
TOTAL	218	378	596

Traffic Warnings and Citations – 2009

Race/Sex	Warnings	Citations	Total
Caucasian/Male	29	Unknown	Unknown
Caucasian/Female	8	Unknown	Unknown
African-American/Male	48	Unknown	Unknown
African-American/Female	29	Unknown	Unknown
Hispanic/Male	0	Unknown	Unknown
Hispanic/Female	0	Unknown	Unknown
Asian/Male	0	Unknown	Unknown
Asian/Female	0	Unknown	Unknown
OTHER	8	Unknown	Unknown
TOTAL	122	316	438

Although deputies of the DeKalb County Sheriff's Office are fully vested law enforcement officers, traffic enforcement is a very limited function of agency personnel. The agency's primary functions are those associated with court security and the service of legal process.

The agency utilizes the Georgia Uniform Traffic Citation. The state's citation does not have a field for listing the race of the offender. The agency does not track breakdowns of race for citations issued. However, the agency's warning form does have fields for the tracking of race.

Use of Force

The agency has written directives in place addressing use of force, and related training on this topic is well documented. The agency requires a written report each time an officer uses force. The agency monitors compliance and has established procedures for the review and tracking, including written reports, of all instances involving use of force.

The agency completes an administrative review of each use of force report. The involved deputy's immediate supervisor is responsible for ensuring completion of the report and forwarding the report, along with any supporting documentation, through the chain of command to the Office of Professional Standards (OPS), where the administrative review is completed.

The authority to carry a variety of firearms while on duty and off duty is clearly articulated in agency written directives. All sworn personnel are required to qualify annually, at a minimum. Tactical deputies receive additional training in specialized weapons that include scope rifle, assault rifle, and automatic weapons.

Authorized less-than-lethal weapons include electronic control weapons (ECW), expandable baton, and oleoresin capsicum. In-service training for less-than-lethal weapons and weaponless control techniques occurs at least biennially. The agency

requires and ensures that only personnel demonstrating proficiency in the use of agency-authorized weapons are approved to carry the weapons. The agency has procedures for remedial training for those employees who are unable to qualify with an authorized weapon prior to resuming official duties. The procedure involves multiple steps and includes surrendering of firearm and removal from all duties requiring the use of a firearm. The remedial training procedure was successfully utilized on several occasions during this assessment period.

Use of Force			
	2009	2010	2011
Firearm (Person)	0	1	0
Firearm (Vicious Animal)	0	0	2
Firearm (Humane Euthanasia)	1	0	0
ECW	3	2	6
Baton/ASP	0	0	0
K-9 Bite	0	0	1
OC	0	3	0
C/S Gas	0	0	1
Weaponless	9	7	7
Other	0	0	1
Total Uses of Force	13	13	19
Total Use of Force Arrests	13	12	19
Complaints	0	0	0
Total Agency Custodial Arrests	5,086	5,113	4,814

During this assessment period, one deputy was removed from line-duty assignment, pending an administrative review of a use of force incident. The incident involved the shooting of a suspect who had pointed a handgun at and eventually shot another deputy. The administrative review classified the use of force as justifiable.

The OPS conducts an annual analysis of all use of force reports submitted during the previous year. The purpose of the analysis is to reveal patterns or trends that could indicate the need for additional training, equipment needs or upgrades, or policy modifications. No patterns or trends were identified during this assessment period, and all policies, equipment, and training were considered adequate.

Personnel Structure and Personnel Process (Chapters 21-35)

The agency has comprehensive job descriptions that include a listing of skills, knowledge, and abilities. The job descriptions are complete and relevant to each position, with a thorough job task analysis as the basis for development. Each position is identified and accounted for in the agency's organizational chart.

Annually, division commanders prepare and submit workload assessment reports, utilizing the IACP formula and format. The report is generated to encourage the equalization of individual workloads within organizational components.

The agency participates in DeKalb County's compensation plan. The plan provides pay schedules that are competitive with other government organizations and the private sector. The agency's salary compensation, disability and death benefits, liability protection, and other benefits programs are clearly documented.

Newly hired employees normally begin at the lowest step of the range. Increases in salary are granted on an annual merit basis, with exception of the probationary period in which an employee, upon successful completion, receives a one step increase. Increases are not automatic and are based on merit, at the written recommendation of the supervisor, and only with the approval of the sheriff or chief deputy. A longevity plan and hazardous duty pay are included in the salary schedule.

The county provides a pension plan to assist in planning for retirement. Currently there are two plans. Employees hired prior to September 1, 2005 have one plan while employees hired after September 1, 2005 accrue benefits according to a different schedule. Employees with fewer than three years of qualifying service with the county are not eligible for a pension.

All employees are required to attend an eight-hour block of instruction on health and wellness annually. Based on each employee's goals, an individual workout plan is developed and ongoing support and future evaluations provided. The agency provides employees with a full-service fitness room to be used during off-duty hours.

Off-duty and extra-duty work is tightly controlled by the agency and Georgia statutory law. The agency requires that all requests be reviewed and approved by the sheriff to ensure compliance with the agency's written directive.

Grievances

The agency has an established grievance process whereby employees may resolve disputes or complaints associated with their employment. The agency's written directives establish policy and procedures for employees to provide an orderly and expeditious method for resolving complaints, grievances, and appeals. The procedures outline the matters subject to the grievance process, representation, time frames relevant to each step of the process, and an appeals process.

The director of labor relations and legal affairs is responsible for coordinating grievances, maintaining grievance records, and conducting an annual documented review and analysis of all grievances.

Formal Grievances

Grievances	2009	2010	2011
Number	28	24	20

All grievances filed during this assessment period pertained to employee disciplinary issues. The annual analysis for each year found no noticeable trends or issues relative to the filing of grievances.

Disciplinary

Supervisors are responsible for initiating progressive disciplinary measures when an employee fails to respond appropriately to corrective sanctions. Any supervisor in an employee's chain of command may propose disciplinary action by completing a Disciplinary Action Recommendation Form (DARF) and attaching all documentation supporting the recommended action. The form and supportive documentation are forwarded to the division commander for review and recommendation. The recommendation and related documents are forwarded to the chief deputy for review and final action. All agency employees are considered at-will employees who serve at the pleasure of the sheriff and may be disciplined or terminated with or without cause.

The agency has an established schedule of penalties. The matrix identified 103 specific violations, with a recommended penalty for the offense committed based on the number of times the employee had committed the same offense.

The OPS is the agency's designated custodian of records for employee information to include records of disciplinary action. Disciplinary records were found to be maintained in a professionally acceptable and secure manner. The OPS is also responsible for the dissemination of information when requested pursuant to subpoena, third-party requests for production of documents or the Georgia Open Records Act. Retention schedules are clearly outlined in agency directives.

Personnel Actions

	2009	2010	2011
Suspension	25	21	51
Demotion	2	1	0
Resignation in Lieu of Termination	0	0	0
Termination	2	2	1
Other	0	0	0
Total	29	24	52
Commendations	1	2	0

The significant increase in suspensions in 2011 resulted primarily from one event. Twenty-three disciplinary action reports were issued for Failure to Appear during a winter storm on January 15, 2011.

The county's Employee Assistance Program (EAP) is available to all agency employees. The program provides counseling, medical, and financial services for any employee experiencing problems with domestic affairs, substance abuse, emotional problems, and so forth. Employees are encouraged to seek help before their problems

adversely affect their job performance. Funding for the service is provided by the county for up to ten visits.

Supervisory training is provided to assist in identifying and dealing with EAP-related issues. Employees who experience problems to the extent that their job performance is affected may be referred to the EAP by the OPS after consultation with a county approved physician. In such situations it is mandatory that the employee attend all scheduled sessions or counseling and abide by any restrictions or instructions given to them by the OPS or any of the employee's supervisors.

The agency's early warning system is designed to identify employees whose behaviors may indicate the existence of concerns, problems, or issues that could impact an employee's job performance while they can still be addressed before they result in punitive actions.

According to Xernia Fortson, the director of administration and legal affairs, the agency has not identified any trends pertaining to those utilizing EAP or identified through the early warning system. The services are utilized equally by employees of all ages, race, gender, and job description.

The agency conducts documented performance appraisals with all employees, including reserve deputies. The performance appraisals fairly and accurately evaluate actual work performance. All appraisals having a rating of poor or outstanding must provide specific reasons for the rating through a narrative comment and supportive documentation.

All performance appraisals reviewed were properly completed and signed by the employee and the rater's supervisor.

Recruitment and Selection

The sheriff encourages all members of the agency to be involved in the recruiting process in an attempt to attract the most qualified candidates. The agency utilizes the Background and Recruitment Unit to administer its recruitment plan. Personnel attend career and job fairs, and visit military bases and universities. Target recruitment will be utilized to increase the percentage of underrepresented groups.

By agency policy, individuals are first hired by the agency as detention officers working in the jail. From that position detention officers may apply and test for the position of deputy sheriff. The agency considers the position of deputy sheriff to be a promotion.

The agency's selection process is established to determine the applicant's ability to perform the duties of a deputy sheriff. The agency's written directive outlines the selection process and describes all elements and activities of the process. All elements

of the selection process are well defined and designed upon the principle that it shows validity, utility, and minimum adverse impact.

The agency utilizes a formal process for the applicant selection that incorporates defensible minimal standards; a test of physical proficiency, a written test, an oral panel interview, an in-depth background investigation, a computer voice stress analyzer (CVSA), psychological exam, and a medical examination. Candidates must pass each phase of the selection process.

Sworn Officer Selection Activity in the Past Three Years (2009-2011)

Race/Sex	Applications received	Applicants hired	Percent hired	Percent of workforce population
Caucasian Males	2	2	100	51
Caucasian Females	0	0	0	49
African-American Males	37	37	100	0
African-American Females	14	14	100	36
Hispanic Males	2	2	100	51
Hispanic Females	0	0	0	7
Other	2	2	100	6
Total	57	57	100	100

The agency selects sworn officers from detention officers and does not routinely accept applications from those who are not currently employees of the agency unless no qualified candidates are available from within. All sworn officers selected during this assessment cycle were previously detention officers with the agency.

Training

The agency's Training Section provides both mandated and advanced training to personnel through a variety of programs. The section maintains personnel training records that include the course name, attendance dates, hours, pass/fail, location, and copies of certificates.

The agency maintains a comprehensive in-service training program developed to include curricula for both corrections and law enforcement personnel. The Training Section director approves all lesson plans, to include job-related objectives and content. All agency trainers receive instructor training and lesson plan development. Lesson plans are required for all courses taught. The section also develops, disseminates, and maintains all roll-call training.

The Training Section provides new employee orientation on the agency's policies, rules, and regulations. In addition, through a network of area law enforcement agencies, the section coordinates a new supervisor workshop for newly promoted supervisors.

Promotions

The authority to conduct the promotional process for the agency is vested in the sheriff, an elected constitutional officer of the county. The ranks of sergeant and lieutenant are promotional positions. The sheriff retains the authority to personally select and appoint individuals to executive and staff positions.

The agency's written directives require the promotional process to be job related and nondiscriminatory with elements of the testing process based on, at a minimum, the agency's job task analysis and job description for the position.

Sworn Officer Promotions			
PROMOTIONS – 2009-2011			
	2009	2010	2011
GENDER / RACE TESTED			
Caucasian/Male	0	9	0
Caucasian/Female	0	0	0
African-American/Male	3	25	0
African-American/Female	0	9	0
Hispanic/Male	0	1	0
Hispanic/Female	0	0	0
GENDER/ RACE ELIGIBLE AFTER TESTING			
Caucasian/Male	0	3	1
Caucasian/Female	1	1	0
African-American/Male	4	13	7
African-American/Female	1	3	1
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
GENDER/ RACE PROMOTED			
Caucasian/Male	0	2	0
Caucasian/Female	0	1	0
African-American/Male	3	6	1
African-American/Female	1	2	1
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0

Note: Eligibility lists are valid for two years. As a result the number of candidates eligible after testing is greater than the number tested.

The Training Section commander, along with the human resources manager is responsible for the overall administration of the promotional process. When directed by the sheriff or chief deputy, the section commander provides written notification to agency personnel announcing the start of the promotion selection process.

The written notification details the promotional procedures to be utilized, the reference materials from which the written examination questions will be taken, the passing score required, the numeric percentage and weight factor of each element of the promotional

process, and whether an oral interview will be conducted. Promotional opportunities are posted on bulletin boards maintained in all divisions of the agency. Postings are augmented by periodic verbal reminders at staff meetings, conferences, roll-call sessions and on the Sheriff's Office Message Link display.

Upon completion of the testing process, an eligibility list is established in ranking order based upon the candidates' total score. The agency has established a six-month probationary period for all sworn personnel who are promoted.

The current promotional eligibility list for the rank of sergeant was posted in October 2010 and was recently exhausted. The eligibility list for the rank of lieutenant was posted on May 11, 2010, and is scheduled to expire May 11, 2012.

Law Enforcement Operations and Operations Support (Chapters 41-61)

The DeKalb County Board of Commissioners has designated the DeKalb County Police Department as the primary response agency for calls for service, traffic crashes, and criminal investigations in the unincorporated areas of DeKalb County. However, as peace officers certified by the state of Georgia, deputy sheriffs have a sworn duty to respond to and assist with emergency situations that may arise during the course of normal duties.

The primary responsibilities of the DeKalb County Sheriff's Office are to provide for court security and to execute criminal and civil processes although there may be occasions when a deputy becomes involved in traffic enforcement as well as other law enforcement functions.

The agency does not proactively conduct traffic enforcement but may take law enforcement action when a traffic violation is observed. However, no enforcement action may be taken while conducting a prisoner transport.

The majority of arrests made by the agency are the result of criminal arrest warrants issued pursuant to a criminal investigation conducted by the DeKalb County police department or other law enforcement agency.

When a subject is taken into custody, agency personnel do not interview or interrogate the individual. If an interview or interrogation is necessary, the subject is turned over to the law enforcement agency responsible for the investigation. The agency is not involved in juvenile programs or other community involvement due to the narrow scope of their law enforcement role.

The interaction of agency personnel with victims is limited primarily to domestic violence through the service of arrest warrants. In such cases, deputies utilize legislation of the State of Georgia that establishes the Victim's Bill of Rights. The agency is not a first

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responder to calls for service and does not conduct preliminary or follow-up investigations.

Personnel assigned to the Field Service Section work 10 hour shifts. Roll call is conducted by the shift sergeant at the beginning of every shift and addresses the activities of the previous shift, special-duty assignments, and noteworthy upcoming events. A general exchange of information between deputies also takes place and was observed by the assessment team during the on-site.

During the on-site assessment, the assessment team attended one of the sections roll-call sessions, and the team members were introduced to the deputies. Prior to the start of the roll-call, Sheriff Brown personally recognized two deputies for their actions and bravery issuing each a framed commendation and a medal of honor.

The agency's Domestic Violence Unit was established to provide for the safety of victims in DeKalb County through the service of temporary protective orders, apprehension of persons wanted on domestic-related criminal warrants, assistance to victims through referrals, and explanation of the criminal process. Deputies also provide battered women and their children with emergency transportation to shelters and provide safety assists in court-ordered domestic violence spousal evictions.

Deputies are not first responders to calls for service and do not conduct preliminary or follow-up investigations. However, deputies are often in contact with the petitioners in domestic violence cases in order to obtain more information for the service of the orders, to update the petitioner pertaining to the service of the order, or to arrange times to serve assist orders.

The Unit was instrumental in implementing the Victim Information and Notification Everyday (VINE) program, which is an automated system that provides victims with the incarceration status of their batterer 24 hours a day.

The agency currently has two canines, Viper and Rocky. The canines are used as an additional supportive tool in drug detection, building searches, jail searches, property searches, vehicle searches, tracking, criminal apprehension, and participation in agency-sponsored educational services.

Under normal circumstances the agency will turn criminal investigations over to the DeKalb County Police Department or the law enforcement agency having jurisdiction over the committed offense. However, the agency does have several deputies assigned to multi-jurisdictional investigative task forces with appropriate memorandum of understandings and annual review.

Although handling juvenile criminal investigations is not the responsibility of the agency, adequate guidelines are in place to direct deputies when making decisions pertaining to juveniles.

Crime Statistics and Calls for Service

The DeKalb County Sheriff's Office is not the primary first-responder for DeKalb County. The agency does not handle routine calls for service and therefore does not collect crime statistics. Arrests are made by the agency pursuant to warrants issued by the court. Those arrest statistics appear on the UCR of the agency associated with the issuance of the warrant. Since no Part One offenses were reported, the Year-End Crime Stats table has been removed from this report.

Vehicle Pursuits

The agency trains its personnel in emergency and pursuit driving, and has a comprehensive pursuit policy. Vehicular pursuits are only justified when a deputy knows or has reasonable grounds to believe the suspect presents a clear and immediate threat to the safety of other motorists and the public. Vehicular pursuits are also justified when the suspect has committed or is attempting to commit a serious felony, or when the necessity of immediate apprehension outweighs the level of danger created by the pursuit. Given policy restrictions, the agency continues to have very few pursuits.

All pursuits are critiqued by line supervisors and forwarded through their chain for administrative review. The agency conducted an annual documented analysis of pursuits during April of each year. No patterns or trends indicated training needs or policy modifications.

Vehicle Pursuits

PURSUIITS	2009	2010	2011
Total Pursuits	2	1	2
Terminated by agency	0	0	0
Policy Compliant	2	1	2
Policy Non-compliant	0	0	0
Accidents	1	0	0
Injuries: Officer	0	0	0
: Suspects	2	0	0
: Third Party	0	0	0
Reason Initiated:			
Traffic offense	0	0	0
Felony	2	1	2
Misdemeanor	0	0	0

Critical Incidents, Special Operations and Homeland Security

The agency utilizes the Incident Command (ICS) system and personnel are trained accordingly. The agency has policies and procedures regarding the utilization of the ICS system. This assists in maintaining operational readiness in the event of an

unexpected situation. Agency personnel attend Homeland Security meetings hosted by the DeKalb County Police Department and the Joint Terrorism Task Force.

The agency's SWAT team is comprised of an elite group of highly trained deputies. Currently there are 12 team members and seven crisis negotiators. All members of the team are assigned to other full-time duties within the agency when not on a SWAT call or in training.

The agency has several SWAT vehicles and just completed refurbishing a mobile command vehicle with updated technology. The team has been called into service nine times during this assessment period for a variety of situations.

Internal Affairs and Complaints against employees

The agency encourages citizens to bring forward legitimate grievances regarding misconduct by personnel of the agency. All complaints against the agency and its personnel are investigated.

All complainants are mailed notification confirming the receipt of allegations; the accused also receives notification of the complaint. Upon conclusion of the investigation, a letter advising of deposition is sent to the complainant. All records associated with complaints are maintained in a restricted, secure area within OPS to ensure confidentiality.

Complaints and Internal Affairs Investigations

External	2009	2010	2011
Citizen Complaint	17	11	21
Sustained	5	8	2
Not Sustained	0	3	4
Unfounded	0	3	13
Exonerated	16	9	5
Internal			
Directed complaint	2	2	2
Sustained	2	0	2
Not Sustained	0	2	0
Unfounded	1	0	0
Exonerated	2	0	0

Note: A complaint may contain more than one allegation of misconduct.

The agency prepares an annual statistical summary of internal affairs complaints to use in evaluating the process and identifying any patterns or trends that indicate the need for changes in training, equipment, or agency policy. The annual summaries did not identify any patterns or trends, training or equipment needs, or policy changes during this assessment period.

The agency has a designated public information officer (PIO) who is responsible for assisting the news media with coverage of newsworthy items. No press releases are made without the approval of the sheriff.

The agency personnel are required to contact the PIO when newsworthy incidents occur. After consulting with the commanding officer on the scene, the PIO releases basic information. All further information and news releases are then coordinated through the PIO.

Detainee and Court Related Activities; Auxiliary and Technical Services (Chapters 70-84)

The agency has a variety of transportation vehicles to perform detainee transports. Transportation vehicles consist of seven, full-size marked squad cars, three full size SUV's, a 15 passenger multi-passenger vehicle, and two 46 and two 48-passenger buses. All transportation vehicles were specially equipped solely for the purpose of transporting detainees. The agency performs about 35,000 court and statewide transports annually. There were no escapes or attempted escapes during this assessment period.

The agency's written directives pertaining to the transporting of prisoners are very detailed providing specific procedures for all aspects associated with the transport. The agency prohibits transporting officers from stopping and interrupting a transport unless there is a life-threatening emergency. Even then specific procedures are in place.

All detainees arrested are taken directly to the DeKalb County Jail and lodged. The booking of prisoners, including fingerprinting and photographing is completed in a designated area within the county jail. All CALEA standards associated with processing, temporary detention, and holding facilities are considered to be "N/A by function." The jail is accredited by the American Correctional Association.

The Official Code of Georgia assigns responsibility for the security and well being of county buildings to the sheriff of the county. The sheriff is also required to attend all sessions of the superior court as well as probate court at the request of the probate judge.

The sheriff has assigned the Court Division the mission of providing security for the Court Complex, which includes a total of 19 courtrooms and more than 25 judges. The Court Complex includes the DeKalb County Courthouse, the Juvenile Court Building, the Magistrate Court Building, and the Recorder's Court Building.

The Court Division commander, Major Tolbert, is responsible for the daily operation of all court security functions to include prisoner transportation and the service of civil process.

Agency personnel work closely with other county departments to provide the most effective security measures possible for employees throughout the county. A *Security in the Workplace* handbook is provided to all county employees in a joint effort to improve the safety of employees and methods to strengthen security in county courthouses. The agency has an excellent working relationship with judges, court staff, and other personnel working for county departments.

All individuals entering the main entrance to the court complexes are screened for weapons prior to entry. Judicial staff members have private, secure parking and entrances but are not screened. Screening stations are equipped with magnetometers, X-ray machines, hand held magnetometers, telephones, emergency duress alarms, and lockboxes for property and weapons.

Only DeKalb County Sheriff's Office deputies, county deputy marshals, county assistant district attorneys' county DA investigators, county assistant solicitors, county solicitor investigators and sworn county state court probation officers on official duty may carry duty firearms into the Court Complexes. All other law enforcement personnel are required to secure all firearms in the gun lockers provided at the facilities. Ample secure weapons storage is readily available.

Two deputies are assigned inside the court facility's main control room. Deputies monitor 172 cameras that record numerous locations in and around the court facility 24-hours a day. The control room also houses the facility's public address system as well as its automatic fire alarm and heat and smoke detection system.

The Court Division controls and maintains the holding facilities located in the court buildings and is responsible for the daily security and well-being of all persons in the temporary custody and control of the division. The holding cells can accommodate up to 220 inmates for court at any given time.

Agency personnel receive initial training on the operations of the court holding facility and courtrooms, including deputy responsibilities and equipment operations. Deputies receive retraining at least once every three years. The most current retraining occurred in June 2011.

Immediately following roll call, courtroom deputies ensure all inmates scheduled for their respective courtrooms are present in the holding cell and ready for transport to the courtroom. All firearms must be secured before entering the court holding facilities. All personnel are required to secure their firearms in the control room lock boxes or other lock boxes located within the Court Division.

Courtroom deputies thoroughly search assigned courtrooms prior to opening the doors to the public. The courtroom deputy remains in the courtroom until it has been cleared of all persons, including the public and in-custody defendants. Courtroom doors are locked during any extended breaks or upon recessing for the day.

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The agency has an established procedure addressing high-risk trials. The Court Division commander oversees the planning and coordination for all high-risk trials.

During this assessment period, the agency developed information pertaining to three incidents that threatened the court facility and personnel. The first one involved a threat against a presiding judge, the second involved a bomb threat, and the third involved a planned demonstration. All three threats were documented. Timely notification was made to the appropriate individuals, and action was taken to alleviate the threats.

A Courthouse Security Assessment is conducted every three years during the month of April. The Court Division commander designates a staff member or qualified outside agent to complete the task. The most recent assessment was conducted during April 2011, by the Court Services Division of the Georgia Sheriffs' Association. The survey was comprehensive and addressed all areas contained within the Court Complexes.

The agency established a physical security plan that ensures the highest level of security for the Court Complex structures, surrounding areas, and areas within those structures. Used in conjunction with the Courthouse Security Assessment, the plan is instrumental in formulating and forecasting budgetary costs, and ensures the appropriate level of security is maintained. The agency's security initiatives have obviously made the Court Complexes a safer place for staff and visitors.

The Field Service Section remains operational 24 hours a day, seven days a week. All records, including records of active warrants are available for verification and release to authorized personnel. It is the responsibility of the section to complete the appropriate computer entry required for each type of criminal process, i.e., regional, state, and federal information systems. The agency receives and processes close to 9,000 warrants annually and currently has approximately 40,000 active warrants on file. Only sworn deputies may execute arrest warrants.

Provisions are in place for high-risk operations when the safety of law enforcement personnel or others may be in jeopardy or when there is reason to believe the defendant is attempting to elude service. In such cases, agency directives require special planning and additional personnel be utilized.

During the on-site assessment, assessors attended a briefing of members of the Fugitive Unit conducted by Lieutenant Lesley. Information pertaining to a number of wanted individuals was disseminated to unit personnel and specific assignments made.

The Civil Process Unit is responsible for the service of all civil process. The Unit is assigned the responsibility of receiving, processing, and serving all processes and writs presented to the agency for service with the appropriate fees or waivers attached. The agency's written directives governing the service of civil process are very comprehensive. Approximately 8,000 legal process documents were received and processed by the agency during 2010.

The agency has a written directive and local governing documentation that places the responsibility for the communication function on the DeKalb County Police Department. The Communications Center is under the command and control of the County Police Department, which was most recently reaccredited by the Commission on Accreditation for Law Enforcement Agencies, Inc. on March 26, 2011.

During a tour of the Center, 9-1-1 Watch Commander Alicia Guest provided an overview of the operations and equipment at the center. The Center is the primary 9-1-1 Public Safety Answering Point and dispatch center for DeKalb County. The dispatch center call takers obtain all information from the caller, enter this information on a computer screen, and route the call to the appropriate dispatcher. The Center dispatches for five law enforcement agencies, the county marshal's office, DeKalb County School District, Fire Rescue, and Animal Control.

The DeKalb County Sheriff's Office staffs a dispatch console for the purpose of handling requests for service specific to the agency. These calls include, but are not limited to, calls for mental health transports, locations of wanted persons, information concerning civil matters, and requests for service from the judicial system. The primary units of the Sheriff's Office that utilize the communication center are Field Division personnel. All communications between the field units and the dispatches are conducted on an 800-MZH radio system utilizing four transmitter sites and ten receiver sites.

Only authorized personnel have access to agency records. Agency records are maintained in locations not accessible by the general public. The agency has two components that are responsible for maintaining records: the Civil Process Unit and Criminal Process Section. Persons who are not members of the agency are restricted from entry into areas where records are stored or criminal record information can be accessed.

Request and dissemination of criminal records are governed by written directives and state and federal statute. All employees of the agency receive training in the security and integrity of criminal history record information.

The agency does not maintain juvenile arrest records or case file records, with the exception of records that may be maintained in the jail for incarcerated juveniles, and active arrest warrants for juveniles issued by the court.

Property and Evidence

The agency utilizes the services of the DeKalb County Police Department and Georgia Bureau of Investigation to process crime scenes and traffic collisions on an as needed basis. However, deputies are responsible, within the limits of their expertise, for the preservation and collection of evidence, including documenting the chain of custody of all evidence collected.

The agency requires a Property and Evidence Reporting Form to be completed for all property and evidence collected. The completed form and the property or evidence are submitted directly to the Property and Evidence Custodian. In the absence of the custodian the items are placed in one of the designated temporary storage drop boxes or lockers. If the item is too large to be secured in a locker, the custodian is called into the office to secure the item.

All property and evidence are submitted into evidence prior to the end of each deputy's tour of duty. Once property is placed into the system, the property is bar-coded and stored within designated secure areas with limited access.

The Property and Evidence Room is located within the main administration building. It is a secured area with access restricted only to those personnel assigned to the unit and to the sheriff, or his designee. The agency has established extra security measures for the handling of exceptional, valuable, or sensitive items of property. Property and evidence requiring the extra security measures are placed in a separate security vault within the property and evidence room.

The agency conducted all required inspections, audits, and unannounced inspections required by applicable standards. No discrepancies were noted during the inspections and audits. All items were accounted for, ensuring the integrity of the system and proper accountability of property.

While on-site, the assessment team checked the documentation of several items of property and evidence. Upon request, the items were located, confirming that the tasks associated with the property and evidence process were being completed properly.

H. Applied Discretion Compliance Discussion:

This section provides specific information on standards found to be in compliance after on-site "adjustments" were made. Adjustments may include modifying agency policies and directives, creating documentation, and an alteration of the physical plant.

The agency had two standards identified in this section.

1.3.13 The agency conducts a documented annual analysis of those reports required by standard 1.3.6. (M)

ISSUE: The agency's 2009 use of force analysis was written and submitted to the Office of Accreditation in early 2010 by Lieutenant McPherson, the assistant commander of the OPS. Lieutenant McPherson retired in mid-2010, along with the OPS commander and approximately 80 other agency employees. The Office of Accreditation has since misplaced the analysis, and despite repeated searches for the document and efforts to contact Lieutenant McPherson, has been unsuccessful in locating the analysis.

AGENCY ACTION: Prior to the on-site assessment, the current commander of OPS and the special projects coordinator reconstructed an analysis of the agency's use of force incidents for 2009.

41.2.2 *A written directive governs pursuit of motor vehicles, to include: bullet i. requiring a written report and an administrative review of each pursuit; (M)*

ISSUE: Although the agency was in compliance with the standard, the agency's written directive established time lines for the administrative review process that were inconsistent with the practice of the agency.

AGENCY ACTION: The agency's written directive required "a critique of the pursuit shall be conducted by the responding deputy's supervisor and forwarded through the chain-of-command along with the incident report within 24 hours." The agency's practice was to have the critique completed within 24 hours and then forwarded through the chain-of-command for an administrative review. The agency modified the written directive time line requirements to be consistent with the practice of the agency.

I. Standards Noncompliance Discussion:

There were no standards identified to be in noncompliance.

J. 20 Percent Standards:

The agency was in compliance with 94.1 percent of applicable other-than-mandatory (O) standards.

K. Future Performance / Review Issues

[This section reports on directives that appear to meet the intent of standards but the directives initial established time line for completion of required activities has not been met ("wet ink"). These requirements are reported to emphasize that these activities must be completed in the appropriate time frame. Do not list standards assessed as Applied Discretion.]

There were no standards placed in the future performance/review category.

L. Table: Standards Summary:

	<u>TOTAL</u>
Mandatory (M) Compliance	<u>292</u>
(M) Noncompliance	<u>0</u>
Waiver	<u>0</u>
Other-Than-Mandatory Compliance	<u>48</u>

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(O) Noncompliance	0
(O) Elect 20%	3
Not Applicable	137
TOTAL [Equals number of published standards]	480

M. Summary:

During this on-site assessment, the assessment team reviewed all standards and found them to be in compliance with agency practices meeting the intent of CALEA standards. During the previous on-site assessment, the agency had six standards listed as not in compliance and four future performance review issues. The previous noncompliance standards and future performance review issues were closely reviewed by the assessment team and found to be in compliance during this cycle.

Agency files were found to be relatively well organized and for the most part well documented. Only nine files were returned for additional proofs of compliance that were already in possession of the agency and two standards were listed as "applied discretion."

There were no issues concerning bias-based policing during this assessment period. No trends were observed in grievances filed by employees. The agency filed all required annual reports in a timely manner. The assessment went very well and was not problematic.

A number of area law enforcement officials, a superior court judge, and a representative of the local college all offered their endorsement of the agency.

There have been no issues concerning bias-based policing. There were no trends observed in grievances filed by employees and no modifications were made to policy. External complaints against the agency and its personnel have dropped significantly during this assessment period; however, internal complaints have increased. The number of negative findings has remained consistent.

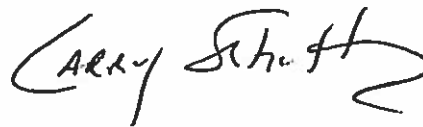
The agency has received several community awards and public recognitions during this assessment period. The agency was recognized by the Mt. Welcome Missionary Baptist Church with its Community Service Award and the Total Grace Christian Center with their Public Safety Award. The agency has been awarded the National Sheriffs' Association Triple Crown Award.

During the on-site assessment, many other deputies, supervisors, and staff members were introduced to the assessment team. Every member of the agency with which the assessors came in contact presented a professional image. They were courteous, well-spoken, and knowledgeable concerning the operations of the agency. CALEA

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standards guide the operation and management of the agency and have become ingrained in the way it conducts business.

Sheriff Thomas Brown and the members of the DeKalb County Sheriff's Office are obviously committed to the process of accreditation and to providing a high level of professional law enforcement services to the community they serve.

A handwritten signature in black ink, appearing to read "Larry Schultz", with a stylized flourish at the end.

Larry L. Schultz
Team Leader

April 30, 2012