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THE GOLD STANDARD IN PUBLIC SAFETY



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



2018



Commission on Accreditation for
Law Enforcement Agencies, Inc.
13575 Heathcote Boulevard
Suite 320
Gainesville, Virginia 20155

Phone: (703) 352-4225
Fax: (703) 890-3126
E-mail: calea@calea.org
Website: www.calea.org

June 14, 2018

Mr. Jeffrey Mann
Sheriff of DeKalb County
DeKalb County Sheriff's Office
4415 Memorial Drive
Decatur, GA 30032

Dear Sheriff Mann:

CALEA Accreditation represents a commitment to professional excellence. The work of your organization toward attaining this internationally recognized credential is indicative of sound leadership, as well as practitioner support of adherence to standards.

The report accompanying this transmittal is provided only to the chief executive officer and represents observations and findings from the most recent standards-based review of the organization. It is important to review this document in its entirety with specific attention to any matter indicating compliance concerns, required policy/practice adjustments, or outcomes not reflective of the intent of standards. The Commission will use this document as the primary resource in considering your organization for accreditation. To that end, you or a qualified representative(s) should be prepared to address information contained in this report and respond to inquiries by Commissioners

The DeKalb County Sheriff's Office is scheduled for a Review Committee Hearing at the next Commission Conference in Grand Rapids, Michigan on July 28, 2018. While the Commission does not require your attendance at this hearing, your participation helps ensure a comprehensive understanding of issues impacting your agency's candidacy. An Awards Banquet for successful organizations will occur in the evening following the Review Committee Hearing.

CALEA is The Gold Standard for Public Safety Agencies and we are honored to have your organization participate in this highly regarded process.

Sincerely,

W. Craig Hartley, Jr.
Executive Director

**DeKalb County (GA) Sheriff's Office
Assessment Report
June 13, 2018**

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A. Agency name, CEO and AM

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

Jeffery L. Mann, Esq., County Sheriff

Ms. Tameca Blossomgame, Accreditation Manager

B. Dates of the On-Site Assessment:

April 9 to 12, 2-18

C. Assessment Team:

1. Team Leader: Paul V. Verrecchia
Chief of Police (Retired)
650 Chipper Drive
Sun City Center, FL 33573
(401) 965-6824
paulv1949@gmail.com

2. Team Member: Donald Gasparini
Deputy Chief
Winnebago County Sheriff's Office
650 West State Street
Rockford, IL 6110
(815) 319-6184
gasparinid@sheriff.co.winnebago.il.us

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

Vincent Dauro

Sixth reaccreditation, D size (329 personnel; authorized 229 sworn and 100 non-sworn)
5th edition Law Enforcement Advanced Accreditation

PowerDMS

E. Community and Agency Profile:

1. Community profile

DeKalb County is Georgia's most diverse county. DeKalb County was created in 1822, and is primarily a suburban county, covering 271 square miles that includes a portion of the City of Atlanta and eight other municipalities. In naming the county, its founders honored Baron Johann DeKalb who accompanied the Marquis de Lafayette and served in the Continental Army. In 1780, the British army captured Baron DeKalb, and soon after, he died suffering multiple gunshot and bayonet wounds. Decatur, the county seat, is named for naval hero Stephen Decatur.

According to the 2016 census, DeKalb County has a population of almost 741,000 people, making it Georgia's fourth-most populous county. Approximately ten percent of the city of Atlanta lies within DeKalb County. DeKalb is primarily a suburban county, and is the second most affluent county with an African-American majority in the United States.

2. Agency profile

The DeKalb County Sheriff's Office (DKSO) is a limited service law enforcement agency that generally does not provide response to calls for service and/or investigate criminal offenses. These responsibilities are conducted by the DeKalb County Police Department.

The DKSO operates under the administration of a sheriff who is elected to a term of four years. Since 2008, the DeKalb County Sheriff's Office has been accredited through the CALEA, the American Correctional Association (ACA) and the National Commission on Correctional Health Care (NCCHC). Only 41 sheriff's offices nationwide hold this distinctive "Triple Crown" accreditation status, awarded by the National Sheriffs' Association.

Sheriff Jeffrey L. Mann, along with Chief Deputy Reginald Scandrett, and Chief of Administration and Legal Affairs Xernia Fortson, provide senior command for the organization. The staffing of the entire DKSO, as approved by the DeKalb County Board of Commissioners, includes sworn deputy sheriffs, corrections officers and non-sworn personnel. Staff is assigned to the Court, Field, Jail, Administrative, and Training/Background/Recruitment Divisions. Each division is under the day-to-day command of a major. The Field Services Division is responsible for activities related to serving criminal warrants, a Fugitive Apprehension Squad, SWAT Team, and service of certain legal process. The Court Services Division provides courthouse security for more than 30 Judges in the various courts, transportation of inmates and over 8,000 civil process orders annually. The Administrative Services Division provides vital support to all other DKSO Divisions and to more than 700 employees. The Office of Professional Standards (OPS) reports directly to the Office of the Sheriff.

3. Demographics

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

	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Assessment Sworn Officers		Prior Assessment Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	271,171	36	96052	29	20	9	5	2	19	9	2	1
African-American	414,289	55	223,645	69	200	87	58	25	193	87	58	26
Hispanic	60,260	8	5,211	1.5	5	2	0	0	5	2	1	.01
Other	7,533	1	1,936	.05	4	2	4	2	4	2	0	0
Total	753,253	100	326,844	100	229	100	63	29	221	100	61	28

Once the county council sets the agency's budget, agency policy requires the Background and Recruitment Unit to develop a recruitment plan for the fiscal year. The agency's 2017 plan calls for continued efforts to increase Caucasian, Hispanic and Asian officers. Utilization of social media, hiring websites, newspapers, radio and job fairs will also be utilized. DKSO continued to target military personnel for recruitment.

The DeKalb County Sheriff's Office sponsors a law enforcement intern program for college juniors and seniors. The program provides an opportunity for students to experience practical law enforcement. In addition, the agency uses the program as a recruiting tool, with an end goal of gradually increasing the average level of education within the DeKalb County Sheriff's Office.

4. Future issues

Some future issues facing the DKSO include a continuation of some of the same issues that were posed during the agency's last CALEA onsite, as well as some new challenges. One of the continuing issues is recruiting and retaining staff. Although DKSO has a very aggressive background and recruitment team, the agency reports it is suffering (just as most agencies are nationwide) with staffing shortages. The agency noted to the assessment team that oftentimes qualified employees are lost to neighboring agencies that are able to offer "slightly higher pay," or have a better benefits package. DKSO believes this issue will likely continue to be an ongoing.

One of Sheriff Mann's goals when he took office was to improve the information technology infrastructure of the agency. While he has made great strides with this goal, the radio communication system for the deputies is reaching its end-of-life and will need to be replaced in the immediate future.

5. CEO biography

Sheriff Jeffrey L. Mann, Esq. is the 49th Sheriff of DeKalb County. Sheriff Mann served four years in the United States Air Force. Sheriff Mann holds a Bachelor of Political Science degree from the University of Illinois and a Juris Doctorate Degree from the University of Michigan Law School. He was in private practice in Atlanta until 1993 when he joined the DeKalb County Law Department as an Assistant County Attorney.

Sheriff Mann began his career in law enforcement in 2001 when he was appointed the director of labor relations and legal affairs for the DeKalb County Sheriff's Office. In 2004, he was promoted to chief of staff. In 2006, he was named Chief Deputy, the highest non-elected position within the sheriff's office.

Sheriff Mann has been president of the DeKalb Lawyers Association. He is also a member of the State Bar of Georgia and the DeKalb County Bar Association.

F. Public Information Activities:

Public notice and input are corner stones 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.

The DeKalb County Sheriff's Office developed and published a public information plan for the onsite assessment. The agency's public information officer distributed the press release to local media outlets. In addition to descriptions of the agency and its mission, the release also listed the date, time and location of the public hearing and the telephone call session.

a. Public Information Session

On Monday, April 9, 2018, at 6:30pm the agency held a public information session at the Northlake-Barbara Loar Public Library. No member of the public attended the session.

b. Telephone Contacts

The telephone session took place on Monday, April 9th from 1:00pm to 3:00pm. The assessment team received one phone call during the time of the session. The caller commended the agency for its work in the community schools and Sheriff Mann for the job he is doing.

c. Correspondence

The assessment team received no correspondence regarding the onsite assessment and/or the agency.

d. Media Interest

The assessment team received no requests for interviews by the media.

e. Public Information Material

The agency distributed public notice/news releases announcing the on-site assessment to local media and public notices were distributed and posted in over 40 locations, including area libraries and public buildings.

f. Community Outreach Contacts

The assessment team did not interview any members of the community.

G. Essential Services

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

All DKSO employees are bound by a code of ethics that is tailored to address their duties and responsibilities. The agency has codes specific to sworn personnel, detention personnel and non-sworn employees. All personnel receive ethics training at least biennially.

The agency offers various programs and services to its inmate population. According to the agency's directive, the programs, "include but are not limited to: social services, religious services, recreation, leisure time activities, and special needs (such as marriage requests or GED testing)."

Agency policy provides that a consensual search cannot be performed where a juvenile is providing the consent. Agency personnel must wait for an adult to provide the consent, unless circumstances dictate the search be conducted without the presence of the adult.

Generally, DKSO requires strip searches be conducted in private areas, unless exigent circumstances exist. Such searches require supervisory permission. A person of the same sex as the person to be searched must conduct strip searches. Body cavity searches may only be conducted under the authority of a search warrant. A physician must conduct the body cavity search, witnessed by a sworn deputy.

The DeKalb County Sheriff's Office does not perform all the services that most traditional patrol agencies ordinarily perform. The major function of the Field Services Division is warrant service. Field Services also provide transports for medical and mental health issues, as well as sex offender registration and domestic violence protective orders service.

Bias Based Profiling:

The DeKalb County Sheriff's Office strictly prohibits racial or ethnic profiling by its deputies. Agency policy articulates that such profiling specifically includes race, ethnic background, gender, sexual orientation, religion, economic status, age, cultural group, or any other identifiable groups. While the agency policy recognizes that investigative stops are a useful tool for law enforcement, it mandates that such stops must be conducted as required by the Fourth Amendment to the U.S. Constitution and Georgia state law. The policy also mandates that all persons stopped by a deputy must be provided with an explanation as to why they were stopped, "unless disclosure of such information would undermine an investigation or jeopardize the deputy's safety." DKSO policy charges its training division with ensuring that the policy is appropriately addressed in all relevant agency training programs; specifically in-service training, roll call training, training bulletins and basic law enforcement training.

Traffic Warnings and Citations 2015

Race/Sex	Warnings	Citations	Total
Caucasian/Male	9	84	93
Caucasian/Female	12	41	53
African-American/Male	29	685	714
African-American/Female	15	623	638
Hispanic/Male	2	51	53
Hispanic/Female	4	14	18
Asian/Male	1	34	35
Asian/Female	1	29	30
OTHER	3	4	7
TOTAL	76	1565	1641

Traffic Warnings and Citations 2016

Race/Sex	Warnings	Citations	Total
Caucasian/Male	13	75	88
Caucasian/Female	4	48	52
African-American/Male	48	541	589
African-American/Female	43	407	450
Hispanic/Male	1	60	61
Hispanic/Female	1	21	22
Asian/Male	3	16	19
Asian/Female	1	8	9
OTHER	5	16	21
TOTAL	119	1192	1311

Traffic Warnings and Citations 2017

Race/Sex	Warnings	Citations	Total
Caucasian/Male	1	60	61
Caucasian/Female	1	17	18
African-American/Male	18	621	639

African-American/Female	25	516	541
Hispanic/Male	1	60	61
Hispanic/Female	1	17	18
Asian/Male	0	13	13
Asian/Female	1	9	10
OTHER	0	1	1
TOTAL	48	1314	1362

While the Field Services Division does perform some traffic activities, the more traditional activities associated with patrol divisions mainly lie with the DeKalb County Police Department (DKPD). DKSO participates in efforts to enforce the requirement of motorists stopping for school buses. The agency reports that this effort generates most its traffic citations.

Bias Based Profiling Complaints

Complaints from:	2015	2016	2017
Traffic contacts	1	1	0
Field contacts	0	0	0
Asset Forfeiture	0	0	0

The agency reports it received two complaints alleging bias based profiling during this assessment period. DKSO reports that both complaints were determined to be unfounded as to bias based profiling. However, in the 2016 complaint a sergeant was disciplined for their rude and unnecessary behavior.

Use of Force

Lethal force can only be used when a sworn member reasonably believes such force is necessary to protect human life, "including the officer's own life, or defend any person in immediate danger of serious physical injury." Once the threat is no longer present, the use of lethal force is not justified. The decision to use lethal force rests with the individual sworn employee.

DKSO policy states that deputies are not justified in discharging a firearm as a warning shot. In general, they are prohibited from discharging firearms when it appears likely that an innocent person may be injured.

The agency reports it experienced no lethal force incidents during this assessment period and no personnel were discipline for unreasonable discharges of firearms during this assessment cycle.

Use of Force

	2015	2015	2017
Firearm	2	4	2
ECW ¹	8	9	11

¹ Electronic Control Weapon

OC ²	0	0	0
Weaponless	7	8	3
Total Uses of Force	19	21	17
Total Use of Force Arrests	17	17	15
Complaints	0	2	3
Total Agency Custodial Arrests	8,027	8,175	8,410

Supervisors are responsible for ensuring that a written use of force report is completed by any employee involved in a use of force incident, no later than the conclusion of the employee's tour of duty. The involved employee(s) supervisor reviews the use of force report to include all supplemental report(s) and other related documentation. The use of force report and related documents are forwarded to the division commander. The division commander determines whether, based upon the circumstances of the incident, the force used was reasonable and conformed to agency policy. In those cases where the force is determined to be unreasonable and in violation of policy, the division commander has the authority to request that the Office of Professional Standards (OPS) initiate an internal investigation.

Any deputy who has been involved in an incident involving the serious injury or death of another person is placed on administrative leave with pay for a minimum of five working days, pending the OPS investigation of the incident. The employee remains on administrative leave until released by the OPS commander. Agency policy states that the leave is not a disciplinary action, but rather intended to provide an opportunity for OPS to review the facts and circumstances surrounding the incident and also evaluates the deputy's emotional and/or psychological state. Agency personnel are not placed on administrative leave for incidents involving a firearm discharge that did not wound or otherwise injure any person, unless other circumstances surrounding the incident dictate otherwise.

DKSO conducts an annual use of force analysis, as per the standard requirement. The agency's 2017 use of force analysis analyzed uses of force for the assessment period. Incidents by agency division reveal that uses of force for field personnel are very low. According to the analysis, in 2015 there were only nine force incidents for the Field Division. In 2016 the uses of force increased to 16 and in 2017 they decreased to 10. (Uses of force for the Court Division were ten in 2015, seven in 2016 and five in 2017) For the three-year period of 2015 to 2017, the agency experienced 544 total uses of force. Of these 544 reported uses of force, 487 (89.5%) occurred in the jail. Thirteen officers were disciplined for use of force policy violations. All 13 officers were assigned to the Jail Division of the Sheriff's Office. The 2017 analysis cites that OC spray, batons and Tasers were used in 45% of the use of force incidents. The analysis does differentiate between the force used in the jail, the court and/or in the field. The agency's law enforcement staff utilized four types of force: physical force (3), canine (1), baton (1) and Tasers (10).

DKSO elected to 20% standard 2.1.3: Written Agreements for Mutual Aid.

² Oleoresin Capsicum/Chemical spray

Chapter 3, Contract Agreements, is not applicable to this agency.

The DeKalb County Sheriff's Office is organized based on function. The agency is organized into three functions: line, staff and organization. According to the agency's directive, line function relates to activities, which directly relate to how the agency's objectives are carried out. Staff Function relates to activities that are performed to support the line functions and organization is the, "structure of the agency resulting in functional divisions."

The Office of the Sheriff consists of the Office of the Chief Deputy, the Sheriff's Administrative Assistant, the Administrative Aide and the Office of Public Information. The Office of Special Projects and Accreditation report to the chief deputy

The DKSO presently consists of four (4) divisions: Office of Administration and Legal Affairs; the Field Division; the Court Division and the Jail Division. Each division is comprised of sections, based on functions related to the division.

The agency's current strategic plan is for the period of 2017 to 2020. Staffing and technology are the principal goals for the agency. In addition to maintaining full staffing for the agency, Sheriff Mann believes, rightfully so, that staff development is a key component to staff retention. With respect to technology, Sheriff Mann's goal is to eliminate the need for paper and reduce the number of warrants. The sheriff believes that implementing a new records management system is an important step in accomplishing this goal.

During an interview with the team leader, Sheriff Mann questioned whether the public has knowledge of the agency's mission, and as such he feels that DKSO personnel having more contact with the community is vital to communicating agency's mission to the public.

The agency currently has only three specialized assignments, as follows: U.S. Marshall's Task Force, SWAT and the hostage negotiation team.

The agency uses a its reserve program to augment its personnel levels. Reserve deputies conduct law enforcement operations in the same capacity as full time DKSO deputies. The agency asks reserves to provide at least 20-hours a month of service time to the organization, including working in the courts, field division, detention, community relations and funeral escorts. Reserve deputies also are permitted to work extra duty assignments where they receive compensation from the entity being served. All reserves complete the same in-service training requirements as those of full time deputies. Reserve deputies receive annual evaluations of their performance in the same manner as fulltime deputies.

Candidates wishing to serve in the capacity of reserve deputy must meet the minimum criteria qualifications prescribed by the agency's Background and Recruitment

Policy for full-time DKSO deputy sheriffs. Additionally, reserve deputy candidates must successfully complete the basic training course, as prescribed by the Georgia Peace Officers Standards and Training (POST) Council. As mandated by state law, the training must be completed prior to reserve deputies serving in any capacity allowing them to carry a weapon or make arrests.

DKSO also has an auxiliary unit with no law enforcement powers. Members of this unit assist in support services, records retention filing, communications and other areas within the correctional environment. Those working in the available various assignments receive training in the functions that they are permitted to perform.

Personnel Structure and Personnel Process (Chapters 21-35)

DKSO elected to 20% the written task analysis for all classes of full-time employee in the agency.

According to the agency's directive, the Human Resources Section utilizes a position classification and compensation plan to provide "equitable treatment of agency employees and ensure that pay schedules are competitive with other government organizations and the private sector." The administration of the plan includes reviewing existing or new positions for purposes of classification, reclassification and pay adjustments; however, major changes are subject to the approval of the Sheriff.

To ensure consistency with the classification plan, the county's director of human resources has the responsibility of determining and assigning the appropriate classification and pay grade for positions.

The county outsources its Employee Assistance Program (EAP) to an outside contractor. Agency personnel are afforded up to six sessions of "face-to-face" counseling and referral for personal, family and work issues.

In the event a member of the DeKalb County Sheriff's Office receives notification of military activation and deployment, the DKSO's Human Resources Section (HR) must appoint a liaison to the employee prior to their deployment. The liaison must establish contact with the affected employee's family to offer assistance throughout the deployment. Human Resources must meet with the employee prior to deployment to obtain the employee's date of deployment; ensure the employee understands all their benefits and leave rights; address any concerns of the employee or their family and provide the employee with the contact numbers of their assigned liaison.

The assigned liaison must contact the employee and their family once a month, at minimum.

Upon return from deployment, the affected employee must meet with the HR liaison to establish a transition plan for returning to work. For deployments of up to 30 days, the

employee must report to work on the first full regularly scheduled workday following the completion of service and an eight-hour rest period.

Deployments of more than 30 days but up to 180 days require the affected employee to report for duty within 14 days of completion of service. For service over 180 days, the employee must return to work within 90 days after completion of service. DKSO policy affords extension of these time periods for service-related injuries or disabilities.

DKSO defines off-duty employment as "any employment other than the employee's assignment with the DKSO, and for which the employee is compensated." This also includes any employment that will not require the use, or potential use of law enforcement powers by the off-duty employee. Both off-duty and extra-duty employment falls within this definition. The policy applies to both sworn and non-sworn personnel.

Grievances

With the exception of grievances or complaints that allege violations of federal anti-discrimination laws, probationary employees and employees in policy-making positions, i.e.: employees at and above the captain and non-sworn staff that report directly to the sheriff or chief deputy are not eligible for redress under the grievance process.

Within ten calendar days of receiving a written grievance, the division/unit commander/direct report must schedule and hold a conference with the employee. At the conference, the grievant can present any evidence as to why the proposed adverse employment action should not take effect. The division/unit commander must provide, within five days, written decision sustaining or denying the grievance. Should the grievance be denied, the grievant may appeal the decision to the chief deputy. The appeal must take place within five days. The chief deputy must schedule and hold, within ten days, a meeting with the grievant. With the exception of proposed terminations, the chief deputy's decision is final. In the case of terminations, the grievant may appeal to the sheriff. The same timetables apply to appeals to the sheriff.

Formal Grievances

Grievances	2015	2016	2017
Number	7	2	3

The director of labor relations and legal affairs is responsible for coordinating the grievance process and maintaining all grievance records. The director is also responsible for producing the annual grievance analysis. The chief of administration & labor relations compiles and publishes the grievance analysis.

The DeKalb County Sheriff's Office does not engage in collective bargaining.

Disciplinary

Members of the agency who believe they have experienced harassment (sexual or otherwise) and/or discrimination are encouraged to file their complaints with their immediate supervisor. However, should the employee feel uncomfortable in bringing the complaint to their immediate supervisor, they may file the complaint with their division commander, the DKSO Office of Professional Standards or with human resources.

The DKSO has a detailed policy addressing employee misconduct. The directive states its purpose is to maintain discipline by "holding employees accountable for their actions," both on and/or off duty. The directive also establishes administrative and operational guidelines for employee misconduct. The agency's policy includes a schedule of penalties, to guide supervisors in determining which form of correction action to use.

	2015	2016	2017
Suspension	29	16	15
Demotion	0	0	1
Resign In Lieu of Termination	0	0	1
Termination	1	0	1
Other (written counseling)	32	10	40
Total	61	26	58
Commendations	3	2	1

Appeals of disciplinary actions are adjudicated through the county's grievance process.

Recruitment and Selection (Chapter 31 and 32)

According to the agency directive recruiting is the responsibility of OPS's background and recruitment. However, the assessment team learned that recruitment is actually now the responsibility of the agency's training division. The agency needs to update its directive to reflect this change.

Background and recruitment representatives conduct on-site recruiting efforts at numerous organizations and facilities. The recruiting function of the unit not only actively seeks recruitment assistance, referral and advice from community organizations and leaders; it also receives assistance from these organizations in posting job announcements. These activities include both the local area and the southeastern states.

The agency's human resources function determines if an applicant meets the minimum qualifications for the position applied for by the applicant. If human resources determines that the applicant meets the minimum qualifications for the position, the entire employment package is then forwarded to the background and recruitment office for processing. The recruitment unit maintains contract all qualified applicants.

Sworn Officer Selection Activity in the Past Three Years

Race/Sex	Applications received	Applicants hired	Percent hired	Percent of workforce population
Caucasian/Male	3	2	6	29%
Caucasian/Female	1	1	3	
African-American/Male	28	23	67	69%
African-American/Female	5	2	40	
Hispanic/Male	1	1	3	1.5%
Hispanic/Female	0	0	0	
Other*	2	2	6	0.5
Total	41	34	82.9	N/A

Years reported: 2015, 2016 and 2017

*The numbers reflected for "other" in the above table for are all male applicants. The agency reports it received no applications from females in the "other" category.

Interesting to note is that the analysis of the 2017 recruitment plan noted that equipment, presentation packets and the recruitment team's uniforms need to be updated to be more appealing the potential applicants. The chief deputy agreed with this need and is allocating funding for these initiatives.

Also in 2017, the first in house job fair took place. The job fair was held in the front lobby of the Administrative Tower. The turnout was less than hoped, but did bring in two applicants from one of the agency's targeted communities. The after-action review of the job fair led DKSO to determine that increased advertising and a more advanced notice needs to be provided for the next job fair.

Training

The agency's training committee consists of the chief of administration & legal affairs, training/background/recruitment commander, all divisional/direct report commanders and/or supervisory staff. Training needs, as recognized by the training committee, are evaluated and validated by the committee. The chief of administration & legal affairs must approve all training recommendations from the training committee.

Lesson plan approvals must conform to the format and standards established by the Georgia POST Council. Approval/disapproval authority rests with the training/background /recruitment commander.

The agency does not operate a training academy. Agency personnel are trained primarily at the state/regional academies or at locations sanctioned by the Georgia POST Council. All DKSO employees who attend training at any outside agency or academy are under the direct command of that agency or academy and must abide by the agency's or academy's rules and regulations.

All agency instructors complete the Georgia POST Instructor Training Course. The POST also requires that instructors receive periodic (ongoing) training to maintain instructor certification. Instructors attending off-site training must provide the training section with copy of any certificate or diploma for inclusion in their official DKSO training file.

New employees appointed as entry-level deputies must complete the Georgia POST Mandate Basic Training Course before being assigned in any routine capacity that allows the officer to carry a weapon or make an arrest.

Newly hired personnel who have accumulated less than two years of law enforcement must complete a 14-week field training program. Newly hired personnel who have more than two years experience must complete a six-week field training program.

Both fulltime and reserve deputies are required to complete a minimum of 20 hours of annual training. All training must be Georgia POST approved.

All newly hired personnel receive CALEA accreditation training. In addition, accreditation onsite familiarization and preparation training is presented at staff meetings, commander/ supervisor meetings and roll calls prior to onsite assessments.

The agency appointed a new accreditation manager prior to this onsite assessment. The new manager will receive training within a year of her appointed. The previous accreditation manager received the training within the standard required time period.

The agency elected to 20% training requirements for all personnel conducting career development activities.

The agency's proofs were weak with respect to the agency's career development program (standard 33.8.3). The proofs in the file amounted to: 1) a copy of the directive stating the agency's policy requires all members that are "recently hired, appointed, or promoted" receive pertinent and relevant training prior to their first year's anniversary in that position and 2) lists of personnel promoted. There is nothing in the file that truly addresses the standard requirement of describing the agency's career development program. However, the totality of documents in training-related files demonstrated the agency is truly committed to career development. For guidance, the assessment team suggested the agency pay attention to the standard commentary, which states, "The agency should assist employees in planning their career paths through the utilization of formal schooling opportunities and law enforcement related training courses to improve their skills, knowledge, and abilities."

DeKalb County provides education reimbursement for post-secondary education expenses incurred by sworn members of the agency. Additionally, the county provides a 5% educational incentive for those personnel who obtain bachelor's degrees.

Promotions

The agency's promotion policy applies to all positions except executive/staff positions. The sheriff retains the authority to select and appoint personnel to executive/staff positions within the agency.

Generally, the agency promotional process consist of a written exam, oral interview, "assessment process," education, training and "other job-related criteria as deemed appropriate by the sheriff. The directive sets clear disqualifying criteria for promotions. The criteria include discipline resulting in a suspension of 40-hours or more within the previous three-year period; three or more suspensions of less than 40-hours within the previous three-year period; and/or five or more incidents of sustained violations of rules and regulations over the previous three years, regardless of the corrective action taken.

Sworn Officer Promotions			
	2015	2016	2017
GENDER / RACE TESTED			
Caucasian/Male	2	3	8
Caucasian/Female	1	2	1
African-American/Male	9	8	2
African-American/Female	8	9	7
Hispanic/Male	0	1	0
Hispanic/Female	0	1	0
Other/Male	0	0	0
Other/Female	0	0	0
GENDER/ RACE ELIGIBLE AFTER TESTING			
Caucasian/Male	2	2	7
Caucasian/Female	1	2	1
African-American/Male	6	8	2
African-American/Female	7	8	5
Hispanic/Male	1	1	0
Hispanic/Female	0	0	0
Other/Male	0	0	0
Other/Female	0	0	0
GENDER/ RACE PROMOTED			
Caucasian/Male	1	2	6
Caucasian/Female	0	1	1
African-American/Male	6	6	25
African-American/Female	7	7	4
Hispanic/Male	1	1	0
Hispanic/Female	0	0	0
Other/Male	0	0	0

Other/Female	0	0	0
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All newly promoted personnel must serve a six-month probationary period.

Personnel Early Warning System

The Office of Professional Standards administers the agency Early Identification System (EIS). Policy requires OPS to designate a system coordinator, who monitors the number of defined events and is responsible for overseeing compliance with the systems procedures. The coordinator conducts monthly reviews of citizen complaints, disciplinary action and use of force incidents. Also reviewed are performance evaluations, excessive absences and disciplinary actions. DKSO has set as a total of three or more incidents within three months and/or a total of five or more incidents within a year as criteria that would flag a supervisor of an employee through the EIS.

OPS produces a quarterly report identifying employees who have received a higher than average number of incidents in the identified categories within the previous three months or the previous 12 months. An EIS review committee, comprised of first and second line supervisors, the division commander, OPS commander, OPS administrative assistant, the chief of administration and legal affairs and the chief deputy, reviews the identified employees and recommends appropriate actions. The recommended actions are forwarded to the Office of the Sheriff for approval. Agency policy also requires the immediate supervisors monitor each employee for a period of three months after the intervention.

The agency experienced one referral to EIS during this assessment period.

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

As a condition of employment, employees are required to be available to serve on any shift. The shifts are eight and one half hours, covering 24-hours per day. Deputies must work their initial watch assignment for six months, at which time a deputy may request to be assigned to their preferred shift. Deputy sheriffs are assigned to particular geographic areas. According to agency policy, assignment decisions take into account the "nature of the area and the deputy's ability and experience."

The agency has identified motorcycles, prisoner transport vans and busses, the training section van and the SWAT vehicle as special purpose vehicles. Vehicle operators must obtain proper licenses prior to operating any vehicle requiring special licenses, such as motorcycles and busses.

Canines are also used for criminal apprehension and tracking, as well as participation in department-sponsored educational services and public relations. All canine handlers complete basic handler training prior to beginning assigned duties with

the dog. All training is specific to the assignment of the dog and handler. The individual handler must ensure that their assigned canine's training remains up to date.

Crime Statistics and Calls for Service

As previously stated, the more traditional activities associated with policing lies mainly with the DeKalb County Police Department. DKSO does not take calls for service and has minimal uniform crime reporting.

Crime Statistics			
Crime	2015	2016	2017
Murder	78	83	90
Forcible Rape	173	163	107
Robbery	2228	1950	1250
Aggravated Assault	1894	1986	1731
Burglary	8075	7130	4980
Larceny/Theft	20259	20295	14929
Motor Vehicle Theft	4371	4360	3204

The annual crime data depicted in the above table is as reported by the Georgia Bureau of Investigation and represents the crime statistics for DeKalb County as a whole.

Vehicle Pursuits

Agency policy defines a pursuit as, "an active attempt by law enforcement officers to apprehend a suspect operating a motor vehicle, while the suspect is attempting to avoid capture, by using high speed driving or other evasive tactics and maneuvers, such as driving off a highway, making sudden or unexpected movements, or maintaining legal speed but willfully failing to yield to the deputy sheriff's signal to stop." The policy places the responsibility for the decision to initiate pursuit with the individual deputy. Also by policy, the initiating or primary unit is in field command of the pursuit and bears the operational responsibility for the pursuit, unless a supervisor relieves the unit of the responsibility.

The field supervisor must verify that no more than the required or necessary units are involved in the pursuit; aerial assistance has been requested; the proper radio frequency is being used, and all affected local agencies are being notified. The field supervisor must approve or order alternative tactics, such as roadblocks, stop sticks, etc. In the absence of adequate information from the primary or backup unit, the supervisor may order termination of the pursuit.

The agency's policy requires the responding deputy's supervisor must conduct the critique of the pursuit within 24 hours and forward it via the chain-of-command, along with the incident report. The policy allows that if weekends or holidays prevent

submission within 24 hours, the critique must be submitted within three (3) working days of the incident.

The Field Division Commander is charged with conducting the annual analysis of all pursuit reports and as well as review of pursuit policies and reporting procedures.

Vehicle Pursuits

PURSUIITS	2015	2016	2017
Total Pursuits	2	4	4
Terminated by Agency	2	2	4
Policy Compliant	2	2	4
Policy Non-compliant	0	0	0
Accidents	0	2	0
Injuries: Officer	0	0	0
: Suspects	0	0	0
: Third Party	0	0	0
Reason Initiated:			
Traffic offense	0	3	3
Felony	2	1	1
Misdemeanor	0	0	0

The DeKalb County Sheriff's Office does not respond to calls pertaining to missing adults and children. The standards addressing missing adults and missing children are not applicable to the agency.

Body armor is mandatory for all deputies.

All deputies assigned to the Field Division are issued body worn cameras (BWCs) and are required to have assigned cameras with them during their tour of duty. Deputies are also required to activate their BWC when they activate vehicle emergency lights; when exiting vehicles for any law enforcement related activity (ex: traffic stops, warrant endeavor, transport, mental health call, etc.) and/or at any time when in contact with the public for a non-law enforcement related action that may escalate or has the appearance of escalation. The agency requires that a sampling of every deputy's body camera videos be reviewed monthly, at a minimum.

All recorded video of non-evidentiary value is deleted every 60 days. However, agency policy requires that the Field Division commander or designee review all recorded video by before it can be labeled for deletion.

The agency does not deploy License Plate Readers.

Team Leader Verrecchia conducted a ride along with Major Roscoe and Deputies Jessica Williams and Robert Marks. The deputies were executing arrest warrants. Two warrants were for domestic violence and a third for a violent assault on a child. The domestic violence warrant was issued for a male who assaulted his live-in girlfriend.

The suspect was not at the location. The subject in the second warrant was at home and was apprehended without incident and transported to the DeKalb County Jail by Deputy Marks. Major Roscoe and Deputy Williams attempted to execute the third warrant. The subject was no longer living at the location listed on the warrant. Deputy Williams did obtain the subject's new address and the information was recorded.

Both deputies were very professional and complied with all applicable officer safety standards and agency procedures. In observing the two deputies and their professionalism, the team leader concluded they were excellent examples of the agency's personnel and training.

Although the agency does not have a criminal investigative function, it does participate in the Atlanta Group Two Task Force. The task force goal is to disrupt the illicit drug traffic in the Atlanta Metropolitan area by immobilizing targeted violators and trafficking organizations, as well as gathering intelligence data relating to trafficking.

The agency maintains liaison with the Georgia Information Sharing & Analysis Center and the National Sheriff's Association for the exchange of information relating to terrorism.

Vice, drug or organized crime investigations are not functions of the DKSO.

The agency does not have a juvenile operations function. However, DKSO does participate in youth recreational programs such as annual basketball tournaments and charity 5k runs to support the community.

Although the DeKalb County Police Department is primarily responsible for crime prevention programs within DeKalb County, the DKSO is involved with county's community. The agency participates in the OneCOP initiative. The purpose of OneCOP is to curb mounting tensions between citizens and law enforcement by building partnerships and mutual understanding, as well as establishing a structured framework for the public to assist law enforcement efforts. More than 90% of the police departments in the Metro Atlanta Region have signed-on to participate in OneCOP.

DKSO's community relations manager submits a quarterly report directly to Sheriff Mann. The report summarizes current community concerns. The agency does review the concerns and establishes recommendations for addressing them. The agency's commitment for community concerns and efforts to stimulate community involvement is commendable.

Critical Incidents, Special Operations and Homeland Security

The agency's criminal investigations commander is responsible for coordinating the planning functions for the agency response to unusual occurrences. The commander advises the agency's command staff as to issues and changes regarding disaster preparedness.

The agency conducts documented inspections of all equipment designated for use in support of its critical incident plan at least quarterly. The agency provides documented annual training on its emergency response plan and the Incident Command System (ICS). This training also includes active shooter, courthouse emergencies, hostage drills and school incidents. It was evident to the assessment team that the agency makes this training a vital part of their emergency preparedness planning process.

The agency has a SWAT Team and a hostage negotiation team. SWAT Team members must pass a rigorous testing process to include physical agility testing, weapons proficiency and an oral interview. The agency provides tactical operations personnel with all of the necessary equipment and conducts all required inspections to ensure that personnel and equipment are operationally ready.

Internal Affairs and Complaints against employees

The Office of Professional Standards ensures that agency personnel maintain a high level of professionalism and comply with departmental procedures. All complaints against the agency and its personnel are investigated, to include those made anonymously.

DKSO maintains a record of every complaint filed against agency personnel. Records are securely kept within OPS. The OPS major reports directly to the sheriff when necessary to maintain the integrity of the investigation.

The agency makes public information explaining complaint procedures. The information also contains procedures for submitting a commendation.

Most of the complaints of demeanor and minor rule infractions are assigned to the appropriate division for investigation. Both the sheriff and chief deputy are made aware of all complaints made against the agency or its personnel.

Agency policy requires that all internal investigations be completed within 30 days after receipt of the original complaint. The OPS commanding officer may grant an extension for the investigation. Complainants must be given a verbal status report every seven days.

Complaints and Internal Affairs Investigations

External	2015	2016	2017
Citizen Complaint	24	19	21
Sustained	2	3	2
Not Sustained	4	3	3
Unfounded	14	13	13
Exonerated	2	0	3
Internal			
Directed			

complaint	6	7	7
Sustained	5	4	4
Not Sustained	0	0	1
Unfounded	1	0	0
Exonerated	0	3	2

Annually, the OPS completes a detailed administrative investigative summary. The summary is made available to the public upon request. Copies of the summary are placed in the lobbies of all Sheriff's Office buildings.

The 2017 summary noted that a software update to the Avigilon Video system connected the video system with the access control system resulting in increased security for the both the jail and courthouses. The system now creates an audit trail of all entries, which is of great help for investigations. Also, Major Akins, the OPS commander, recommended the agency provide training for all divisions that addresses dealing with difficult people.

The Office of Professional Standards carries out all of the assigned inspections with direct authority of the sheriff. Records for all line inspections are maintained within the respective divisions. Noted deficiencies are properly documented and followed up to ensure that they are corrected in a timely manner. In the event that the deficiencies are not adequately addressed, the agency has corrective measures in place to bring any deficiencies back into order. Members assigned to conduct inspections have no command authority over line components. Triennial staff inspection schedules and reports in the files depicted detailed inspections of all components of agency.

The DeKalb County Police Department as the primary response agency for criminal investigations in the unincorporated areas of DeKalb County, thus DKPD is responsible for all preliminary and follow-up domestic violence investigations. DKSO's primary role is to serve temporary protection orders and transport victims to shelters when requested by the county police department.

The DeKalb County Sheriff's Office does not use unmarked or unconventional vehicles for traffic enforcement. Also, the agency does not conduct traffic accident investigations. However, deputies within Field Services will assist with traffic direction at accident scenes if the county or local police request their services.

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

The DeKalb County Sheriff's Office places a great priority on the safety of its personnel as well as detainees being transported. Recruit deputies participate in documented prisoner transportation training and are tested on their knowledge of departmental policies regarding prisoner transportation and officer safety.

The agency encountered one detainee escape from the destination of a transport. DKSO thoroughly investigated the actions leading up to this incident and took corrective actions.

The agency does not have any areas used for processing, temporary detention or long-term detention of persons being arrested. Processing and detaining all custody arrest occurs within the DeKalb County Jail or the Juvenile Detention Facility.

The DeKalb County Sheriff's Office is tasked with the overall safety and security of the DeKalb County Courthouse. All Superior, State, Magistrate and Juvenile Courtrooms are located within the DeKalb County court facilities. Georgia statute OCGA 15-16-10 gives the Sheriff and his/her deputies the authority to provide security at all times when the courthouse is open for business. The Court Services Division is commanded by Major P. Miller and maintains a very detailed set of procedures to guide court security personnel. The agency conducts annual training exercises on court security-related issues. The training provided to agency personnel during this assessment period included active shooter situations, evacuation procedures and fire suppression procedures.

DKSO conducts security surveys of facilities and equipment every three years. This survey addresses security operations, facilities and equipment, both inside and outside of buildings. The most recent survey took place in 2017. Recommendations were in the areas of lighting, landscaping, parking areas, garbage receptacles, alarms and cameras. In addition, the survey report analyzed deficiencies, modifications and ways to improve the daily operations of the courtrooms, entrances and ancillary services.

The DeKalb County Communications Center is under the authority of DeKalb County Police Department, which is a CALEA accredited agency. The communications center receives and dispatches police service calls 24-hours per day for the DeKalb County Sheriff's Office as well as the Canton, Woodstock and Holly Springs Police Departments. The center also dispatches calls for the DeKalb County Fire Protection Districts. Calls for service are generated in four ways: 911 emergency calls, non-emergency calls, inter-agency radio communications and officer self-initiated activity.

The DeKalb County Sheriff's Office Records Section is responsible for the accountability, auditing, privacy, and security precautions for the central records function. All records are maintained in the sections file room. The files are located within a restricted area allowing access to only authorized personnel. When the office is not staffed, the records section is locked and only authorized personnel may access the section after hours.

Fingerprints, photographs and other forms of identification pertaining to juveniles are kept separate from those of adults and are filed in the Juvenile Detention Center. The center does not fall under the authority of the DeKalb County Sheriff's Office. Unless ordered by the court, juvenile records are not accessible to the public. The retention of

juvenile records, as well as other agency records, is maintained in accordance with the Georgia Secretary of State's records retention schedule for local governments.

The DeKalb County Information Services Department is responsible for performing a backup of the agency's computerized records system. The agency's computer system is programmed to automatically conduct audits of passwords and access codes for verification. Three nonconsecutive, failed login attempts automatically disables the user account. The account must be manually re-enabled.

Property and Evidence

The DeKalb County Police Department and/or the Georgia Bureau of Investigation process all of the crime scenes encountered by the agency. However, the agency does collect evidence and property subsequent to the arrest of wanted individuals.

The agency's procedures for processing, collecting and marking evidence is prescribed in the Georgia Bureau of Investigations Evidence Submission Guidelines. These methods ensure the preservation of evidence during collection and ensure completeness and integrity as much as possible and practical. The agency submits it evidence to the Atlanta regional branch of the Georgia Bureau of Investigation Crime Lab.

Both the assigned deputy and the evidence custodian make the determination if evidence needs to be submitted to an outside laboratory. The assigned deputy is responsible for packaging, proper labeling and related documentation for delivering the evidence to the laboratory. All transactions and transfers of custody are properly documented and all laboratory results are submitted back to the agency in writing. These procedures follow the evidence submission guidelines of the Georgia Bureau of Investigations.

There has not been a change in evidence custodians during the past five years.

During the on site assessment, Assessor Gasparini conducted an inspection of the agency's property and evidence room. In addition to asking various questions, the assessor conducted an audit of randomly selected offense report numbers to ensure that the evidence was properly documented in agency records and secured in the correct location. All of the evidence was easily located and the agency records were found to be impeccable. The agency's evidence custodian should be commended for their overall commitment to maintaining the integrity of the property and evidence function.

All inspections and audits were completed in a timely fashion and properly noted any deficiencies. Agency personnel adequately addressed the deficiencies. During this assessment period the agency has improved its overall property and evidence operations and has done an excellent job maintaining their professionalism while working with limited resources and space.

Chapter 91 (Campus Law Enforcement) is not applicable to this agency.

H. Standards Issues 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 has one standard in this section.

11.1.1: A written directive describes the agency's organizational structure and functions and is available to all personnel. (M)

Issue: The agency's directive stated that recruiting was the responsibility of OPS's background and recruitment. However, the assessment team learned that recruitment is actually now the responsibility of the agency's training division.

Agency Action: The agency amended its directive to reflect that recruitment responsibilities now fall under the training division. The new directive was made available to all personnel, as required by the standard.

I. 20 Percent Standards:

CALEA agencies must be in compliance with at least 80% of applicable other than mandatory (O) standards. The agency is free to choose which standards it will meet based on their unique situation.

The agency is in compliance with 93% of applicable other-than mandatory standards.

J. Future Performance / Review Issues

16.1.2: The agency allocates personnel to, and distributes them within, all organization components in accordance with documented workload assessments conducted at least once every three years. (O)

ISSUE: By policy workload assessments are to be conducted triennially as per the standard requirement; however, DKSO actually conducts workload assessments annually for both the field division and the court division. This is well above both the standard requirement and agency policy.

The agency's policy requires the workload assessments be completed by June 1st. The 2016 assessment is dated September 1, 2017, which indicates the report was three months late.

DKSO should amend its policy to match the practice. Also, the agency must insure deadlines, as set in policy, are adhered.

K. Table: Standards Summary:

	<u>TOTAL</u>
Mandatory (M) Compliance	<u>299</u>
Other-Than-Mandatory Compliance	<u>54</u>
Standards Issues	<u>1</u>
Waiver	<u>0</u>
(O) Elect 20%	<u>4</u>
Not Applicable	<u>126</u>
TOTAL	<u>484</u>

L. Summary:

The agency's last onsite report noted three standards issues. One standards issues is noted for this onsite assessment. However, the agency did have five file maintenance issues for this onsite assessment. The proofs added to the files were already in the possession of the agency.

During the exit interview the assessment team discovered that DKSO's accreditation manager left the agency approximately a year prior to the onsite. The "assistant" accreditation manager was elevated to the "acting accreditation manager." However, the acting accreditation manager left a few months after being appointed. The positions were vacant for several months. It was also the understanding of the assessment team that the CALEA file preparation was completely behind schedule.

The assessment team also learned that the agency was faced with an upcoming National Commission on Correctional Health Care accreditation and was forced to review its options. DKSO made the decision to focus on the NCCH accreditation first and then turn its efforts to the CALEA onsite file preparation. Once the NCCH accreditation concluded, a decision was made to appoint Ms. Blossomgame as the CALEA accreditation manager under the leadership of Major L J Roscoe, the Field Services Division commander.³ The decision placed the agency in a situation where its CALEA files were being constructed for the onsite as close as five days prior to the onsite. The assessment team learned that Major Roscoe and Ms. Blossomgame worked seven days per week to bring the files to onsite readiness. Both Major Roscoe and Ms. Blossomgame should be commended for their miraculous efforts.

³ Tameca Blossomgame was the accreditation manager for NCCHC accreditation prior to being appointed as the CALEA accreditation manager.

As evidenced by this onsite assessment the DeKalb County Sheriff's Office is comprised of dedicated men and women who are proud of their agency and the level of service offered to the county. The assessment team concluded that there is a true sense of teamwork and cooperation at all levels of the department. The working relationship between the assessment team and members of the DeKalb County Sheriff's Office was excellent.



Paul V. Verrecchia
Team Leader

June 13, 2018