

Please find my responses to Mr. Aaron Smith's questions concerning the Boone County Sheriff's Office Five Year Strategic Plan. My answers are detailed in red below. I would also like to suggest that if you feel that any of my answers may require more detail; I would be more than happy to answer them for you personally.

I was elected to provide you with the insight of public safety related issues and challenges that we are facing in Boone County today. My duty as your Sheriff is to be your Chief Law Enforcement Officer of the county. You can see in the attached presentations that as a constitutional office holder my job responsibilities are much greater than that of a police chief or town marshal. Please keep this in mind as my experience in law enforcement, my management experience, and my education allow me to be your voice when it comes to these types of challenges that the Boone County Sheriff's Office is facing. These credentials are extremely important when answering these types of questions.

– Sheriff Mike Nielsen

I would like to point out that this Local Income Tax (LIT) is NOT just for the Office of Boone County Sheriff. If this LIT were implemented it will benefit ALL public safety agencies throughout Boone County.

Boone County Police Departments

Boone County taxpayers benefit if the county's police protection is evaluated from a holistic point of view instead of individual police department "silos." It is appropriate to consider that all seven police departments together serve each citizen in Boone County because of the mutual aid agreements between the police departments – every police department in Boone County will respond to assist an individual police department if needed. Pertinent information about all of the Boone County police departments can be found online at http://www.finplanneducation.net/boone_county_police.htm.

If we needed every police agency in Boone County to respond in a major disaster this would be an accurate statement. First and foremost we do not have mutual aid agreements in Boone County law enforcement. We all rely on each other. In a typical situation, a city/town officer is not going to respond across the county to take a low or medium priority call. If they did so it would then put them out of position to respond to their own community's needs. In this situation, they still have to make sure that the report is filed with that office of jurisdiction.

In our case, the Boone County Sheriff's Office (BCSO) does not have jurisdictional boundaries. Due to the minimal staffing at Advance, Jamestown and Thorntown we are the agency of record for responding to calls for them when they do not have an officer working. To put this in perspective BCSO covers the balance of the hours they are not working which equates to 128 of 168 hours a week, not counting vacation or other time off in a single officer situation.

Please see attachment “2017 -2021 Overall Costs 8-22-16.pdf” for the yearly total of projected cost for the Office of Sheriff.

Mr. Smith’s Questions below

1. Hire 8 more merit deputies in 2017.

COST: \$389,490.00 Salary of \$48,686.30 per Deputy (See below for additional costs)

SHERIFF JUSTIFICATION: The Sheriff’s Office has not hired an additional deputy since 2004. This in itself should be enough to justify the additional staff with the county growth. We have been able to replace deputies when attrition happens. (PLEASE SEE THE ATTACHED PRESENTATION AS TO WHY WE NEED ADDITIONAL STAFFING) There has been an increase of 24% in the population of Boone County since 2004. We simply have not kept up as other police agencies have. We are the fastest growing county in the state. Our Calls for Service is on the increase and we still remain the highest call taking agency in the county. (SEE ATTACHED CFS CHARTS)

Our inmate population continues to increase to maximum capacity (214 inmates last week). Our deputies work hand in hand with the corrections division in daily transports to and from courts as well as correctional facilities across the state. We continue to see a rise in crime in our area and I have personally seen the rise in violent crimes in Boone County. We are strictly a reactive Law Enforcement Agency. There are two deputies a shift working a total of 424 square miles and we have no time to be in a proactive law enforcement mode. (PLEASE SEE ATTACHED CHARTS ON PROACTIVE CFS). We simply are not providing the citizens of this county with the services they deserve; most importantly we are not providing our deputies with the manpower they need to increase their own personal safety when they are protecting the citizens of this county. They need to have closer backup and be able to respond to calls in a timelier manner that what we currently do.

Since we are only a reactive law enforcement agency we are not battling the drug related crimes at all. My goal is to create a Criminal Interdiction Team that focuses of reducing the criminal element coming into Boone County from surrounding counties. We need to create this multijurisdictional team to gain that “higher” ground so that we do not fall to the criminal element. There are many more items that are in my strategic plan that will be given out publicly on September 13th at the County Council meeting or please come to one of the next eight presentations that I will be conducting about the LIT and my Five Year Strategic Plan. I look forward to presenting them to everyone.

- Merit retirement - \$145,632.00
- Uniforms - \$9093.20 X 8 = \$72,745.60 (upfront cost)
- Vehicles with equipment - \$48,056.77 X 8 = \$384,454.00 (upfront costs)
- Bullet Proof Vests - \$850.00 X 8 = \$6800.00

Total cost to add eight Merit Deputies = \$999,121.60

Presentation Dates

Whitestown Town Council	August 24 th at 7:00 PM
Boone County Commissioners Meeting	September 6 th at 9:00 AM
Jamestown Town Council Meeting	September 6 th at 7:00 PM
Boone County Fair Grounds Public INFO Meeting	September 8 th at 5:30PM & 7:00PM
Boone County Council Meeting	September 13 th at 9AM (approx. after council agenda)
Boone County Fair Grounds Public INFO Meeting	October 5 th at 5:30PM & 7:00PM

COUNTERPOINT:

TAXPAYER FRIENDLY EVALUATION:

2. Hire 10 more corrections officers (jailers) in 2017.

COST: \$391,391.00 Salary of \$39,391.00 per Officer (See below for additional costs)

SHERIFF JUSTIFICATION: We have not been able to hire an additional corrections officer in the last couple of years. Currently the partnership that we have with Community Corrections provides us with three paid corrections officer's salaries. These three positions are paid via a DOC grant. We currently are authorized for nineteen total corrections staff including our Jail Commander and Assistant Jail Commander. We have 17 staff that currently works the floor as corrections officers. These numbers are the same staffing levels that we had when we were managing 80 inmates on a daily average population (ADP). Currently we have not been under 190 inmates (ADP) for the last several weeks.

Our inmate population continues to grow. We have simply reached a point in our facility that we are at maximum capacity levels. We have had two staffing level surveys conducted over the last couple of years. The last survey conducted was completed on July 13th of this year. My staffing recommendation is conservative compared to the recommendation of staffing that this survey recommends we need. (SEE ATTACHED DOCUMENT CALLED "BCSO CORRECTIONS STAFF SURVEY") This survey alone explains why it is critical to change the way we are doing business today.

We currently are utilizing our merit staff, including administration, to make transports on a daily basis. This is something that should be handled within the corrections division. We are already drawing from the merit staff that is shorthanded as well. This reduces the services that we provide to the citizens of this county as mentioned in my previous response.

We have been severely understaffed in the jail/corrections division for many years. We cannot provide adequate safety and security for the inmates, the staff, or our facility with the amount of staff we have working the jail today.

The lack of safety and security aspect alone justifies the need to hire additional staffing. Our staff deserves the best in tools to perform their jobs as well as having the adequate amount of shift partners to keep them safe.

There are many more items that are in my strategic plan that will be given out publicly on September 13th at the County Council meeting or please come to one of the next eight presentations that I will be conducting about the LIT and my Five Year Strategic Plan. I look forward to presenting them to everyone.

- No retirement included for civilian perf
- Uniforms - \$3790.00 X 6 = \$37,900 (upfront cost)
- Bullet Proof Vests - \$850.00 X 10 = \$8500.00

Total cost to add ten Corrections Officers = \$437,791.00

COUNTERPOINT:

TAXPAYER FRIENDLY EVALUATION:

3. Hire 1 communications administrator in the 911 dispatch center in 2017.

COST: \$39,228.00 with no additional costs

SHERIFF JUSTIFICATION: This position is strictly a proactive communications position that can also fill in for a communications officer when needed. We currently are not doing a good job in keeping up with statistical communications data, reported problems, outages, organization as a whole, scanning documents to become a paperless organization, providing feedback to the end users, etc... The communications center also has not been able to grow its staff with the growth in the county. The amount of calls that we receive on a daily basis continue to increase as the other trending that we have seen from other divisions. Our goal for next year is to create a 911 advisory board that will help lead the direction of the communications center. An ordinance to create this board will have to be enacted by the Boone County Commissioners. The board will include a representative from all public safety aspects as well as two citizen positions. The communications director and this administrative position will develop and lead this 911/communications advisory board effort. This position will be a key in the communications division in becoming more proactive from a communications perspective.

**Total cost to add one Administrative Communications Officer =
\$39,228.00**

COUNTERPOINT:

TAXPAYER FRIENDLY EVALUATION:

4. Hire 3 more courthouse deputies in 2017.

COST: \$114,105.00 Salary of \$38,035.00 per deputy (See below for additional costs)

SHERIFF JUSTIFICATION: Simply put, we cannot protect the citizens of this county visiting the courthouse daily nor can we protect the people that work in the courthouse and other county buildings the way that we should be protecting them. We currently have two courthouse deputies. Three years ago the Courthouse Security Committee created a five year courthouse security plan and presented it to the commissioners and to the county council. It was not funded.

That security plan took into consideration eventually allowing only one exit and one entry to our courthouse. It also included additional personnel to staff the one entry and one exit to the courthouse as well as a floating deputy to roam amongst our other county owned buildings. Now that we own the Key Bank building and the Prosecutors office has completed their move to the old Elks building, the safety and security of those buildings fall under my responsibility as the Sheriff as well.

Our goal would be to have the proper equipment staffed to X-Ray all bags coming into the courthouse as well as have persons go through a metal detector. By doing this we drastically reduce the opportunity for deadly weapons from coming into the courthouse. Prevention is key to successful security.

- No retirement included for civilian perf
- Uniforms - \$3790.00 X 3 = \$11,370.00 (upfront cost)
- Bullet Proof Vests - \$850.00 X 3 = \$2,250.00

Total cost to add three Courthouse Deputies = \$127,725.00

COUNTERPOINT:

TAXPAYER FRIENDLY EVALUATION:

5. Hire 1 more crime scene investigator in 2017.

COST: \$39,228.00 with no additional costs

SHERIFF JUSTIFICATION: The additional Crime Scene Investigator is to augment current staffing within the investigations division.

The need is based on current and projected workload and the need to expand technical capability within the BCSO. With a single CSI, we have no redundancy. That single individual must respond to any and all requests for evidence collection from both BCSO and other law enforcement agencies within the county. When any question on how, what or how to collect evidence arises they are engaged to either go to the scene or provide instruction to the officer at the location. (On Call 7X24)

This individual is also tasked as the single CSI assigned to both the A&B FACT team and is part of the Homicide task force. (On Call 7X24)

This individual is responsible for all Prosecutors requests for lab analysis including preparation and all documentation necessary for secondary lab examination, retrieval and presentation of all tangible or digital evidence for court including depositions or testimony.

This position currently also supports the Enforcement division for technology needs, asset tracking, trouble shooting software & hardware on a daily basis (On Call 7X24)

This position works with our county IT organization in planning, procuring and validation of new IT assets for officers both in the office and vehicle.

This position is also responsible for the evaluation of new technologies for improved performance or new capabilities.

All these responsibilities are in addition to execution of the normal workload. With the future expansion of additional officers working, using proactive policing, the work load will continue to escalate.

This does not cover any special projects assigned to this position.

Short answer - Workload exceeds capacity and the retention of staff for a position will become very problematic if this is not addressed.

COUNTERPOINT:

TAXPAYER FRIENDLY EVALUATION:

6. Hire 1 crime analyst in 2017.

COST: \$39,228.00 with no additional costs

SHERIFF JUSTIFICATION: The position of Crime Analyst is part of the strategy direction for moving to a data driven police model or Intelligence Led Policing with the incorporation of predictive analytics based on daily calls in conjunction with regional crime trends.

This includes:

1. Finding Series, Patterns, Trends, and Hot Spots as They Happen
 - a. Crime analysts review all police reports every day with the goal of identifying patterns as they emerge.
2. Researching and Analyzing Long-Term Problems
 - a. Crime analysis isn't just about immediate patterns and series: analysts also look at the long-term problems that every police department faces.
3. Providing Information on Demand
 - a. Extract data from records systems, ask questions of it, and turn it into useful information for all divisions.
4. Developing and Linking Local Intelligence
 - a. Know when local information or intelligence fits with state, national, or international intelligence
5. Be a conduit to the public on emerging activity providing local awareness to crime trends and impact
 - a. Post analyses, statistics, and charts on your web site and in printed publications to convey that we are on proactive in enforcement.
6. This position will responsible for all statistical data for all areas and divisions within the BCSO.

They will also be responsible for coordination of investigation assigned cases, prosecutor's office court dates, filing of documentation and case close check list and scanning/achieving of all case documentation.

COUNTERPOINT:

TAXPAYER FRIENDLY EVALUATION:

7. Increase drug abuse treatment options within the jail.

COST: \$130,000 per contract with outside agency. This is an estimated cost to provide a Masters level therapist for 40 hours per week and a Doctors level therapist for 6 to 8 hours per week.

SHERIFF JUSTIFICATION: This is not just about drug treatment options. Mental health and Drug addiction are intertwined. Currently we are not giving our inmates with mental health problems any form of proactive treatment within our facility. There are inmates within our jail that are suffering from a mental illness and should not be incarcerated. We try to work with the prosecutor's office and courts to get these inmates released from our facility and that does not always work. There are also very few locations that will accept an incarcerated inmate within a mental health treatment facility. They do not have secure lock down capability.

My belief and that of the mental health professionals that I have spoken with feel that we can help those suffering from this disease each day within our facility. This treatment will allow the transition from incarceration to society much more tolerable. It will increase the chance that these inmates suffering from this disease can integrate back into society much easier than without treatment while incarcerated. If a local mental health provider is used it will also allow the transition to continue care once they are released.

It is also a fact that the majority of our inmates are here because of drugs for some reason. We currently have a great partnership with our Community Corrections and probation. Our counselors that we provide our inmates are beyond reproach in my opinion. We offer great services including drug counseling, anger management, HSE, just to name a few.

In order for us to get a handle on the opiate issues and methamphetamine issues we are seeing in Boone County, we need to start the process inside our facility. I do not want to see these folks back in our facility. We need to invest in our future so that these inmates do not become a statistic or end up back in the Boone County Jail.

COUNTERPOINT:

TAXPAYER FRIENDLY EVALUATION:

8. Include in-car cameras and body cameras in the Information Technology budget.

COST: \$100,000 which included the proper amount of server storage

SHERIFF JUSTIFICATION: The question of trust of the “General Public” or the trust of my staff of the public we serve is not the issue. The issue comes into perspective when some people, who have less than honest intentions, make unfounded accusations as a method for personal gain or political/social agenda. This is the case in the enforcement division as well as the corrections division. Currently we record every transmission, voice and data, in our communication division as a protection from liability and accusations. What is the difference with cameras in these other divisions?

We also find ourselves in a very litigious society where hyper sensitivity to interactions between law enforcement can be misconstrued, misrepresented and have devastating consequences as seen in multiple metropolitan areas.

These 2 aspects of today’s environment alone have driven the need for Body Cameras as we now live in a “Trust but Verify” operational stance. Where an acquisition is made or a significant event transpires we need the ability to provide the public with a clear and accurate response that is direct and without reproach.

The faster we can fully expose all the facts in their totality, where a body camera provides an unedited sequence of events, the faster we can defuse the situation or take the appropriate action with that staff member if necessary.

We never want to become one of many communities that have been unduly accused of something and then mayhem transpired because there was no way to show what actually happened.

In addition to these rationales we also have the advent of expectations of the public when engaged in the judicial system both as a suspect or a juror that all events will be in high definition and ready for review during the legal proceedings. In many ways this expectation and the use of Body cameras has replaced the still photo or audio tapes of the past. For a prosecutor to be able to make his case or convince a suspect to work out a plea agreement shows that the advent of digital evidence is a significant factor in conviction.

With all that said, I personally have no desire for body cameras and I wish there was an alternative but I am all too aware of the legal liability we are exposed to without the adoption of this technology, strength of digital evidence in court shows us how body cameras have become a public mandate.

Again we live in a world that demands transparency and the use of digital devices has become the standard to meet those expectations.

COUNTERPOINT: In-car cameras and body cameras might be needed if (a) the county population does not trust the Sheriff's office, (b) the Sheriff and his deputies do not trust the county population, or (c) the Sheriff believes that some of his deputies are not performing their jobs in a professional manner (particularly in situations where deadly force might become necessary). There is no indication that there is a lack of trust between the county population and the Sheriff's office, and it appears that the Sheriff and his deputies trust the county population. There is no public evidence that Sheriff deputies are not performing their jobs in a professional manner.

TAXPAYER FRIENDLY EVALUATION: In addition to the hardware costs for in-car cameras and body cameras, digital storage costs are a major concern for the videos from in-car cameras and body cameras because an Indiana law requires police departments to hold videos for 190 days. Further expense would be necessary for software to obscure released video footage and the labor to obscure the video footage - Indiana law requires that released video footage obscure an individual's death or dead body, acts of severe violence against any individual who is clearly visible and that result in serious bodily injury, serious bodily injury, nudity, an individual reasonably believed to be younger than 18, and a confidential informant or an undercover law enforcement officer. Also, the limited perspectives provided by in-car camera and body camera videos sometime provide a misleading image of what has actually taken place. In the absence of trust issues and concerns about the professionalism of Sheriff's deputies, in-car cameras and body cameras seem to fall into the category of a WANT instead of a NEED. At this time, the minimal Boone County benefits from providing in-car cameras and body cameras do not justify a Local Income Tax increase.

9. Provide vehicles, equipment, and uniforms for the new employees hired in 2017.

COST: Information included with each division above

SHERIFF JUSTIFICATION: Sheriff Nielsen has not submitted written justifications explaining the importance of this Business Plan component.

COUNTERPOINT:

TAXPAYER FRIENDLY EVALUATION:

10. Provide the equipment needed for enhanced Courthouse security.

COST: \$50,000.00

SHERIFF JUSTIFICATION: In order to implement our security plan at the courthouse we will need to include extra cameras at the entry/exit point, one X-Ray instrument, two metal detectors, and a soft barrier rope system at this location. I believe that each one of these items is self-explanatory as to why they will be needed at this one entry/exit location.

COUNTERPOINT:

TAXPAYER FRIENDLY EVALUATION:

Boone County Sheriff's Office

2017 Budget Planning and Business Model

PROJECT NEEDS for 2017

- Remodel basement area for the Criminal Investigations Division, Analyst and Crime Scene Investigator
 - See attachment on drawing of layout
 - Estimated Cost - \$50,000.00
- K-9 Expansion of Two
 - Purchase new K-9
 - Goal of 1 per shift
 - Approximate Cost - \$40,000.00
- KeyBank Camera installations
 - Approximate Cost – \$70,000
 - With appropriate Storage included
 - Currently no cameras in the stairwells of this building
- Fenced in area for evidence behind the barn
 - Approximate cost – \$15,000
 - Allow vehicles from fatal crashes or evidence to be secured in this area
 - Camera was installed last year
- Criminal Interdiction Team
 - Equipment – \$10,000
 - Training included for Desert Snow
- Remodel back server room for the old server room
 - \$3000.00
 - IT will be moving all of our servers to a dedicated server room
- Misc. IT Related Items
 - \$15,000.00

TOTAL 2017 Projects: \$203,000.00