

Introduction

Over the past several months, Christian County has been rocked by the revelation of fraud, waste and mismanagement within the Christian County Sheriff's Department. The department has been the subject of more scrutiny by federal and state law enforcement agencies as well as the general public since its inception in 1859. On June 4, 2015, I was charged with the task to assume the position of interim sheriff by the Christian County Commission. Over the past eight weeks, it has been my responsibility to not only continue the daily operations of the department, but to investigate, expose and correct any instances of misconduct and malfeasance, address civil and criminal issues, and eliminate any apparent waste, fraud or abuse while continuing to cooperate with federal law enforcement agencies in their ongoing criminal investigations.

I proposed to the Commission a multi-faceted approach to deal with the immediate crisis and long-term issues of the department:

- Capture of all potential evidence – forensic, records and devices which might hold potential evidence, i.e., computers, cell phones, video tape, servers.
- Immediate audit/inventory of evidence and implementation of new evidence accounting system.
- Top to bottom review of county's largest liability exposure, the jail operation, policy and procedure, personnel, and new system controls and checks and balances for handling commissary funds.
- After meeting with personnel, initiate immediate policy and procedure changes to make the department more friendly and interactive with community.
- Full-on inventory of everything from patrol cars to paper clips and cooperative review with Auditor, Treasurer and County Commission to identify what is there and what is not that should be.
- After meeting with both candidates, disposal of militarized equipment.

Additionally, the Christian County Commission granted me the authority to employ a team of internationally recognized consultants as well as locally recognized experts retired from area law enforcement agencies to assist in these efforts.

I felt that it was important to effect improvement in six critical areas: the visibility and efficiency of the Patrol Division; implement new policies and restructure the Criminal Investigation Division to improve the flow, quantity and quality of the cases being forwarded to the Christian County Prosecuting Attorney; take steps to improve the overall appearance and demeanor of the department; create a baseline inventory of the department's equipment and physical resources; implement improved

procedures for accountability and purchasing oversight; and complete an operational assessment of the department by an objective, independent third party.

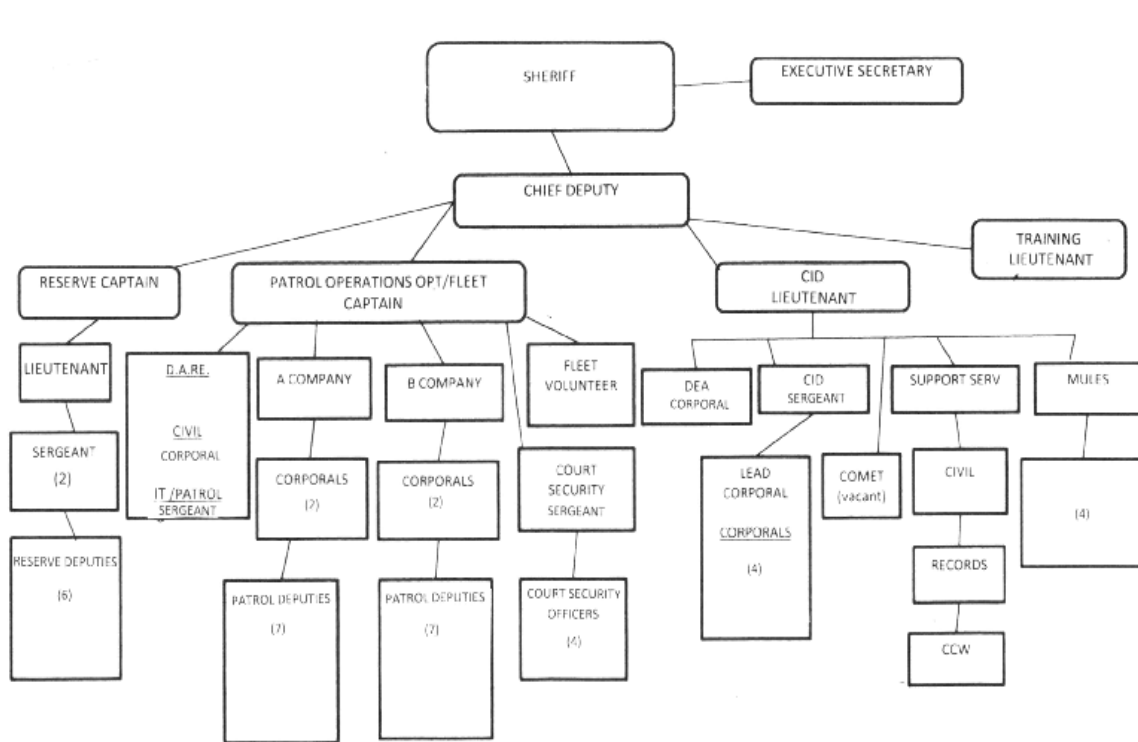
To promote public confidence, I am providing disclosure of not only my command staff's findings but the independent consultants' findings as well. I believe that the Christian County Commission's decision to make these reports public is a commitment on their part to transparency, recognition of the problems that exist and a commitment to working together with the incoming sheriff to correct issues and move forward to restore the integrity, dignity and trust to the department.

Departmental Overview

Chain of Command/Table of Organization

Approximately two to three months prior to the former sheriff's departure, the three individuals who held the top command staff positions under him resigned. The former sheriff filled these three positions by promotion from within the department.

A revised command structure model was initiated on June 24, 2015, as follows:



6/24/15

Weekly command staff meetings should be held between the sheriff and his reporting officers with no more than four reporting positions which will reinforce the communication of the department upward via the chain of command. Although the sheriff should always maintain an open door policy, complaints, use of force incidents, and personnel issues should flow upward through the senior command level. By meeting with the command staff as a group and reviewing issues within each

department, this should help eliminate the “silo” effect wherein commanders from one division are unaware of problems within another.

IT issues – A Looming Disaster

The department utilizes numerous in-house information systems. These include the CODY Case Management System, the systems which interface with MULES/NCIC, jail management, video with municipal court, and others. Currently, there is an in-house IT position which was created as the former sheriff was leaving the department; however, it is clear that IT support for the department should be bid to an outside support service company. We have met with prospective vendors and developed a rough-draft for a request for bids which has been forwarded to the County Commission for final review. I would recommend that the new sheriff and County Commission bid these services as soon as possible and eliminate the paid in-house staff position.

It is also noteworthy to point out that the jail is currently utilizing a jail management system which is severely outdated and was, in fact, unsupported when purchased just over two years ago. The key card control system in place in the Justice Center is also in serious need of an upgrade and is several years old. If this system fails, not only will the sheriff’s department and jail key cards be rendered inoperable, the entire Justice Center will be locked out as well.

In recent weeks, I met with the Christian County Commission, the Auditor and the Treasurer and discussed purchasing and implementing a software system to control and track line item budget operations not only for the sheriff’s department but other offices county-wide. This would bring greater security, efficiency and transparency to the procurement process.

Although department vehicles have previously been equipped with laptops, the deputies are unable to access MULES/NCIC from the field. Having this ability would increase officer safety, increase efficiency, and improve communication between the field officers and dispatch. Finally, the analytical CAD (Computer Assisted Dispatch) data is not readily accessible. While this is not an issue of officer safety, review and analysis of this data is essential for the sheriff and command staff to evaluate employee performance and crime statistics and activity.

Lack of Diversity – Department-wide

Although Christian County has a minimal minority population, there is an obvious lack of diversity department-wide with the exception of jail operations. As of today, there are currently no females or minorities employed in the patrol, civil, or the criminal investigation divisions, and an effort should be made to recruit and employ a more diverse work force of both gender and ethnicity.

Recruitment and Retention of Quality Employees

The rate of employee turnover at the Christian County Sheriff's Department over the last several years has been alarming. This rate of attrition can be directly attributed to three primary problems which we have identified: the way the employees are hired, how they are paid and how they feel about their employment. It is well known that people who go to work in law enforcement do not enter the profession for the money; they are people who take great pride in a sense of civic responsibility and accomplishment and who want to leave the community a better place than they found it.

To take pride in their employment, their department has to enjoy the respect and appreciation of the citizens they serve. Although pay has been an issue, this area can be improved by a realignment of the department, some consolidation of duties and responsibilities, and better management of comp and training time. This would allow for upward salary adjustments within the existing budget. Additionally, we discovered that in the past, some employees have been hired with problems and questionable pedigrees which were known at the time of their hiring, but they were hired anyway by virtue of a personal relationship with either the sheriff or someone in the upper tier of his administration. A quality command staff will attract and promote quality structure beneath it. For employees to thrive, the sheriff must fully and clearly define the roles and responsibilities of everyone in his department, look for emotionally charged employees who bring passion and energy to their work, and then motivate them to perform well with the highest of ethical standards by providing them with the tools and training necessary to get the job done.

Lack of Accountability

Over the past weeks, a common thread of the problems seen throughout the department has been the lack of accountability. Based on interviews of current and former employees, exit interviews, payroll records, and internal case management records or lack thereof, it is clear the department has operated with a total lack of accountability. This accountability spans not only from the employees to their supervisors, but also from the department to the prosecuting attorney, other law enforcement agencies, to the Auditor, County Commission and ultimately to the taxpayers who fund this department's operations.

The acceptance of this lack of accountability at every level within the department has become cultural in nature and clearly emanated from the top down. Areas of particular concern include lack of review of payroll records by supervisors for their subordinates; review and case management of criminal investigations; total absence of a department-wide inventory including weapons, equipment and supplies; inadequate controls regarding weapons, ammunition, and explosives; inadequate, incomplete background investigations of prospective new hire employees; inadequate supporting documents forwarded along with invoices to the County Auditor and Commissioners for payment; vehicle maintenance and lack of reviews of maintenance invoices and absence of record-keeping or maintenance and operational costs of

departmental vehicles by vehicle; inadequate evidence room controls in spite of a recent audit recommendations made on November 4, 2014; jail commissary bank accounts were not timely reconciled (at the recommendation of the county's certified public accountants, a second banking account should be created as a trust account for inmate monies and separated from the day to day operations and expenditures of the commissary items); and abuse of administrative paid leave policies which in the past have allowed employees to take extended periods of time away from work while continuing to be paid.

Although this is only a partial list of the accountability shortfalls discovered, it is clear that this culture has to change by implementing best practices, policies and procedures from the top down.

Community/Municipal Engagement

Prior to my arrival as interim, there was a policy in place prohibiting deputies from backing up other agency's officers without supervisory approval. This policy was immediately changed. After meeting with the Chiefs of Police in Billings and Clever, I learned that no deputies had been seen there or interacted with their officers in years.

One of my first priorities was to re-establish interdepartmental cooperation, communication and respect between the Sheriff's Department, municipal police departments within the county, the Missouri State Highway Patrol, and federal law enforcement agencies with whom we must have an integral working relationship. A series of Breakfast with the Sheriff was immediately scheduled and held bi-weekly attended by police chiefs county-wide, members of the Missouri State Highway Patrol, the command staff of the Christian County Sheriff's Department, the County Prosecutor, County Commissioners, supervisors with the Missouri Division of Probation and Parole, and the four candidates in the special election of August 4 for the office of Sheriff. The purpose of these meetings was to help effect a "reset" of relations between the agencies. Some very productive discussions and agreements have evolved from these meetings, and I would hope that this type of inter-agency interaction continues to rebuild and help maintain a close collaborative and mutually supporting relationship with other agencies.

The next administration should seriously consider and investigate the methodology and implementation necessary to commission municipal officers within the county. Commissioning of these officers would more than double the total number of potentially responsive personnel. Considerations would need to be made regarding policy and procedure, liability issues, and command responsibility; however, these issues can be addressed with a memorandum of understanding between the departments. A very recently updated memorandum of understanding has been completed by Christian County's attorney.

Sheriff's Department Website

The department's website was taken off-line at the time of the former sheriff's departure. The website should be rebuilt when the next sheriff is elected. J.J. Goulbourne developed the original website and has offered his services to the next sheriff to bring a new site back on-line. The site can be valuable for media relations and in disseminating information.

Internal Affairs Investigator

Currently the Internal Affairs Investigator function is being handled by the Chief Deputy and this seems to be adequate at this time with only a small number of internal affairs cases. The Internal Affairs function could continue at this level, but may need to be re-evaluated if case volume increases.

Acting Positions

There is a need to adopt a procedure for using acting positions (sometimes referred to as out-of-title). The purpose of acting positions is to allow immediate filling of a ranked vacancy before a formal testing and evaluation process can be done. This is a fair way of filling the opening with someone qualified before the final selection is made. Immediate promotion of a person before a promotional selection process is undertaken can be viewed as preferential treatment, circumvents the promotional process, and is demoralizing to those who are waiting to be reviewed for promotion.

Job Descriptions

Few job descriptions exist at the department, and those that have been defined lack in content. No corporal or detective/investigator job description exists at this time. The Chief Deputy has been provided with models from Springfield Police Department and Republic Police Department and was asked to contact the Greene County Sheriff's Department to obtain its job description so one can be developed for the this department.

Areas of Strength

Department-wide, there is generally a heart-felt commitment to public service by the employees.

The basic structure and staffing of the Patrol Division as budgeted is normally adequate in number. However, for the past eight weeks, this division has been short three officers.

Having been promoted to the position for only a short period of time prior to the former sheriff's departure, the Chief Deputy had worked in essentially every division within the department, is well-trained in most inter-departmental disciplines, and has an excellent grasp of departmental operations.

Both the Captain and Lieutenant of jail operations received high marks from the independent jail consultant. Although these two individuals were also only recently promoted to these positions, they have demonstrated good leadership characteristics and have successfully implemented the new policies and procedures made following my appointment.

I reviewed the operations of the Jail Transport Division with the U. S. Marshall's Service during my first week in office. They were very complimentary and supportive of the transport command and support staff and their cooperation with the Marshall's Service. They were given the highest marks for their attitude, willingness to respond on a moment's notice and to assist and support the Marshall's Service.

Although the primary responsibility for service of civil process falls on the shoulders of one officer, he has consistently, efficiently and professionally demonstrated a commitment to the position with very high numbers of service month to month. A second officer assigned to this division should be considered.

The clerical and support staff, although chronically understaffed by virtue of budgeting and two vacancies, under the guidance of the current supervisor continues to very efficiently handle an enormous daily work load. It was brought to my attention that virtually all of these positions have gone without pay raises for more than three years. This past week, I submitted paperwork to raise the pay of each of these positions by fifty cents per hour by utilizing surplus funds available within an area of the current budget.

Reserve Division

The Reserve Division within the Christian County Sheriff's Department has played a vital public safety role for many years. These officers work without pay of any kind and are typically relegated to using the leftover or "hand-me-down" equipment and vehicles. This division, while small, has put up big numbers, particularly in the area of DWI enforcement and arrests. The reserves are led by a captain who has been in charge of this unit for more than 20 years. He is assisted by a lieutenant and two sergeants, one of whom routinely works as many hours as the paid patrol officers.

The appearance and demeanor of these officers is top-notch and they should not only be commended, but also supported with better equipment and vehicles to improve both efficiency and officer safety.

Training Division

Although the department currently employs a training officer, his pay structure and responsibilities within the department are flawed. The current training officer is retired from the Springfield Police Department and has vast experience and expertise in this field. He was hired to fill a former training lieutenant's position; however, his pay was established by the former sheriff not at lieutenant level, but at an entry-level deputy sheriff rate of pay. The training lieutenant has done an excellent job restructuring the training curriculum in spite of the recent chaos in the department. He has made sound recommendations for ethics training, and although he has no ear-marked budget, he manages the funding he receives (a floating level of revenue forwarded to the department monthly from fees collected at the Associate Circuit Court) well. However, the training lieutenant never had plans to remain in this position long-term, and it is recommended that an employee be placed in this division for mentoring prior to the lieutenant's departure.

Budgeted expense for a training building leased from EDI Plus/Steve Eidson and its associated expenses was recently terminated by the County Commission. Low- to no-cost arrangements could be coordinated with the Richwood Campus branch of Ozarks Technical Community College to host training at its facility. A serious effort should be made to cooperatively fund and participate in training with municipal officers county-wide. A state of the art training schedule could be developed between these agencies which would conform to all POST requirements utilizing many POST-certified instructors from within the county and municipal departments at little to no cost and by combining training funds of multiple agencies for outside instructors to provide training in specialized disciplines or at higher levels of expertise.

Criminal Investigations Division

Under the current system, the Criminal Investigations Division appears to be overstaffed and is suffering from the lack of productivity and malaise. Some of this is due to a lack of training, lack of directional guidance (supervision and discipline), improper use of work time (i.e. starting shift when leaving home vs. starting after reaching the office), lack of a structured case management system, over-working cases due to perceived prosecutor demands or misunderstanding, and a lack of desire to view past performance as a basis for making improvements.

In comparison to local and national CID productivity models, this division is producing, i.e., closing cases or referring them for prosecution, at a rate of less than 50 percent. Accepted averages reflect that 10 to 11 cases per month per detective are resolved, closed, or referred for prosecution in a department of this size. The number of cases the detectives in Christian County have averaged is four per month per detective. An investigator recently accepted a position with another agency, and it is recommended that position not be filled at present, thereby leaving the division with four full-time investigators and a sergeant.

Although met with resistance by employees who admitted they were not properly trained and were working under inadequate guidance, the following policies and procedures were implemented:

- * Detectives have been instructed that their work shift now begins when the detective arrives at the office with only a few exceptions. This provides for more working time on cases and not in traveling to and from work.
- * Detectives have been directed to make and turn in Daily Activity Reports (DAR).
- * Detectives have been directed to turn in their work and leave schedule a week in advance.
- * Detectives have been directed to staff the division with at least three persons every day, including a lieutenant and sergeant, and at least one detective must be in the office no later than 8:00 a.m.
- * Detectives have been counseled to provide better customer (victim) service through 24-hour notification after case assignment and to maintain victim contact throughout the investigation.
- * The development of a case management system modeled along the lines of area agencies has been requested. This system will stipulate case turn-around time of 60 days for property cases and 90 days for crimes against persons cases.
- * The review of patrol reports for forwarding to detectives should be a function of the CID supervisor. This function is currently being performed by the patrol supervisor. This will allow CID to be more effective in cases assigned and to identify possible crime trends contained in reports not normally forwarded.

The department's detectives currently have a very poor work environment consisting of an open, small room which five detectives share. There are no dividers for each detective's work space and there is an open atmosphere without privacy, resulting in frequent interruptions and a lack of concentration, both of which impact productivity. The ideal detective environment is a walled and locking door office for each person; absent that, a walled cubicle would help. The next sheriff has to address this.

The disparate pay issue within the Criminal Investigations Division that existed at the beginning of the interim term has been addressed, and all working detectives are now at the rank of corporal. The incoming sheriff should review the rank structure in the division to make a determination if additional rank within the working unit of up to sergeant could or should be allowed, similar to the structure of other agencies. Any additional rank should only be justified with an objective review system. In addition, an annual evaluation system should be developed for all department members.

A revised policy with respect to the detectives' use of departmental vehicles has been drafted. This policy limits the use of take-home cars for work-related use only. Departmental vehicles are no longer to be used for transporting family members or in any manner unrelated to duties associated with the Sheriff's Department. It is recommended that the incoming sheriff implement a more efficient take-home vehicle policy which limits the assignment of vehicles to the Lieutenant, Sergeant and the employee who is on call. The savings from this type of policy could be applied to pay raises and would allow for better fleet control and reduce expenses. Policy revision would curb misuse of department vehicles, allow better fleet control, and reduce associated expenses and liability exposure.

The pay period of the Criminal Investigation Division is currently 86 hours (43 hours per week or 10.75 hours per day for a four-day work week). This structure is of benefit to the county, in that overtime/comp time pay is not required until the deputy has worked 86 hours. The county does not pay overtime, but allows the deputies to accrue comp time at time and a half up to a maximum of 480 hours. This system results in deputies accruing large amounts of comp time which can be a liability when a deputy leaves the department. When comp time is not or cannot be taken by the deputy, the county must pay for the accrued time. There is presently a considerable amount of comp time accrued by the CID employees. A consideration for the incoming sheriff is that the pay period be changed to an 80-hour period with the employees' pay remaining the same, thereby providing for a small pay raise for those employees on this system.

The formation of a county Major Crimes Response Team (MCRT) has been explored and endorsed by the interim command staff and the police chiefs of Ozark and Nixa. This would allow for the sharing of resources between agencies in major crimes investigations. To complete the implementation of the team, detectives in municipal agencies should be commissioned by the department by the incoming sheriff.

Basic equipment and vehicle needs for the deputies in this division were also addressed as follows: cameras for all detectives have been purchased and distributed; handheld radio batteries are on order as are extra Tasers and cartridges; working laptop computers have been provided to all detectives; all

detectives now have their own digital recorder; ear pieces for the digital recorders have been ordered; tasks of sound-proofing the interview rooms and the needed upgrade of recording equipment has been assigned to a lieutenant; reopening of the second interview room will be completed when the pending evidence destruction order is approved.

Pending detective training requests are being processed for approval. Training needs of the department are being coordinated through the Training Division lieutenant. Detectives have been encouraged to share training documents.

An annual evaluation system should be developed to evaluate detective work performance and provide a basis for adjustments as needed.

The prosecutor's relationship with CID has been strained in the past. Some strides have been made in this area and there is better cooperation in clearing old cases and disposing of old drug evidence. Constructive dialogue with the prosecutor should continue to improve detective efficiency and work quality.

Patrol Division

During the interim term, under former Christian County Sheriff and retired Missouri State Highway Patrol Sergeant Mike Robertson, a number of changes have been made at the patrol level. Patrol officers were instructed to wear uniforms as well as campaign hats instead of polo shirts and BDU pants while on duty. Policies with respect to use of patrol vehicles were revised so that marked vehicles shall only be used for duty, to attend approved training, or while working in an off-duty capacity within the jurisdiction. Officers may not use patrol vehicles for personal use. While in city limits, officers shall not operate patrol vehicles more than fifteen miles an hour above the posted speed limit unless involved in an approved pursuit. With respect to assignment of patrol vehicles, a policy change was implemented so that when a vehicle operated by a road officer is decommissioned by mileage or safety factors, the officer will receive the next new vehicle. If a deputy leaves the department, his vehicle will be transferred to the deputy with the greatest need.

Officers have been instructed to patrol in all areas of the county. They are to travel primarily, when possible, on rural roads. While on patrol, they are to acknowledge passing motorists and assist motorists whenever possible. In an effort to promote relationships with municipal and other law enforcement agencies, officers on the day shift were asked to make a minimum of three contacts per week at a municipal police department. During other shifts, officers are encouraged to make three or more personal contacts with other agency's officers.

A ride-along program was instituted during the interim term to evaluate the officers as they responded to calls for service, patrolled and conducted traffic stops. The officers performed well and projected good public relations skills. Minor safety issues were noted and have been addressed with the individual officers. It is recommended that the command staff continue this practice to foster better understanding and communication between the officers and commanders. The officers' styles and approach in the two patrol troops reflected that of each troop's command staff. Both patrol sergeants are well-liked and respected by their subordinates, but there appears to be detachment between the two troops, possibly caused by a difference in philosophy of their sergeants. Despite these issues, both troops work well within their units, but supervisory training to recognize and address officers' attitudes is recommended.

While making an inventory of equipment assigned to the patrol officers, it was discovered that there were no fire extinguishers, first-aid kits or spare tires in the patrol vehicles. Most did not have reflective vests required for safe traffic control. These deficiencies were corrected immediately. Officers were instructed to be mindful of their equipment and supplies and the command staff to provide the officers with appropriate tools and equipment.

Patrol Vehicles

The automobile fleet of the Christian County Sheriff's Department must be addressed. Most of the vehicles have mileage in excess of 125,000 to 150,000 miles and are in constant need of maintenance. Obviously, these are older vehicles which have poor mileage performance and the major mechanical components of which are being regularly replaced. It is clear that neither the former sheriff nor the County Commission has devised or implemented a long-term strategy to deal with the rolling stock needs of the department, even though the responsibility and expense for these vehicles is clearly defined for first-class counties by state statute. Over the past several years, vehicle acquisition and usage was not adequately researched or planned. The fleet is not only aging, it is worn out and unsafe. The next sheriff should collaborate with the County Commission and develop a modern fleet acquisition/maintenance program to minimize the expense of vehicle operations to the taxpayers of the county. We are fortunate that we currently have a substantial amount of money in the DEA forfeiture pipeline which will be forthcoming to the county within the next year. It would be appropriate for seized drug-related assets and monies to bail out the sheriff's department's vehicle needs and embark on a well-planned, well-managed path of fleet replacement and maintenance.

Quartermaster

During the interim term, a volunteer was engaged for fleet maintenance issues and has done an excellent job. After auditing invoices, it was discovered that for months, individual repair invoices for fleet vehicles did not reflect which vehicle had been repaired or who had authorized the work. There was merely an invoice submitted for a dollar amount with no way to tie it to a specific vehicle. It was also discovered that pursuit-rated vehicles had been repaired with non-pursuit-rated parts, i.e., rotors, wheel bearings, etc. These issues were corrected with another vendor who installed proper parts for the repairs. As of this time, additional audit and review of past invoices billed to the county by the county's contracted repair provider are being conducted, and we anticipate filing a report of findings to the County Commission and Auditor prior to August 7. A recommendation for a quartermaster is made to address equipment needs and to run errands to facilitate the repair or replacement of damaged items or vehicles.

Data Collection and Analysis – CAD/SPROCKET

Although the current 911 system utilizes computer assisted dispatch software, some of the information within the system has not been utilized or retrieved in the past. Analysis of criminal activity by ZIP code, as an example, can be an important tool in scheduling patrols, scheduling saturations, conducting surveillance, increased visibility to the public, etc. With the cooperation of 911 Director Rantz Duffy, a presentation was made to the County Commission regarding the implementation of a system which would automatically locate and track the department's vehicles and record data from the vehicles' operation. In addition to 911 being able to immediately see on-screen the location of every vehicle in the county, the system would also

record by time and date the vehicles' routes of travel, speed, duration of time spent within geofenced areas such as required patrol within Fremont Hills or other municipalities contracted with the sheriff's department, areas of the Mark Twain National Forest which might be reimbursable under contract, and high crime areas. The system would also provide the resources, following any pursuit or citizen complaint about vehicle operation, to immediately document and recreate that vehicle's history and mode of operation. This is a system that has recently been acquired and placed in use by the Ozark Police Department, and I have identified existing budget dollars which will pay for the implementation of this system without the need for additional taxpayer funds.

Summary

In spite of the many problems identified during the past weeks, I continue to be impressed with the positive attitude and effort of most of the employees within the department. Morale is obviously an issue and will only improve after a new sheriff is in place and the department's efficiency and productivity continue to increase. While we have accomplished many of the goals and objectives outlined before the interim term began, a great deal of work remains to be done.

The mine-resistant armored military vehicle is gone thanks to the efforts of the staff of Senator Roy Blunt. However, three military surplus vehicles remain, two of which I would recommend the county solicit for bids and eliminate from the department's fleet expense. An older model Chevrolet van equipped with exterior running boards and hand rails should also be disposed of, as it was obviously built and maintained for use in SWAT team activities which no longer are trained for or take place.

In one of my first meetings with the county's CPA auditing firm, Kirkpatrick, Phillips & Miller, I had occasion to review the hand-written ledgers being kept by the former sheriff to control or document his budget. This ledger, kept in pencil, was something the auditor stated he had never seen or heard of. The county enjoys very reliable, accurate computerized accounting system for all of its finances and budget needs. The system is available to office holders to obtain information regarding their budget and fund balances for line items within their annual operational budgets. There is no need for a secondary accounting system within the sheriff's department beyond the centralized accounting system maintained by the auditor. An attempt to create and maintain a second set of books would be confusing and counterproductive and could be a source of deceit. After reviewing the county's accounting controls, I would have no recommendation beyond complying with them. The only modification to the way the sheriff's department is doing business I would suggest deals with the methodology of purchasing. We have implemented a new procedure whereby purchases made by the sheriff's department, even purchases made with discretionary funds, are submitted to the county commission with a purchase order prior to the order being placed. The auditor signs off on the purchase order, acknowledging only that there are funds available within the budget to pay for said items, and then the order is placed. Over the past several years, the former sheriff has maintained that he had the sole authority to order equipment, supplies, and incur other expenses, and that these decisions were "discretionary." He had imposed his will upon the County Commission and Auditor, and it was through this scheme that he was able to embezzle the funds he has admitted to stealing.

One of the most disturbing things that I feel should be a part of this report is that the combined inventories performed by staff as well as the inventories conducted by the Bureau of Alcohol, Tobacco and Firearms, has revealed a significant number of weapons, many of which are fully automatic, which are missing or unaccounted for. Additionally, silencers, suppressors, and full automatic trigger components are also gone with no paper trail. We have been working closely with the Bureau of Alcohol, Tobacco and Firearms in an attempt to locate these items and secure them within the

department or account for their whereabouts if they were legitimately transferred to another agency or authorized FFL firearms dealer.

Equally disturbing, but less dangerous, is a missing department-owned patrol car. This vehicle has apparently been missing for some time and a very proactive investigation is being performed by one of the reserve sergeants to locate the vehicle.

During the course of our inventory, we discovered a substantial quantity of brand new ballistic vests which had never been worn but were expired. Per National Institute of Justice guidelines, ballistic vests must be replaced every five years or sooner if compromised. According to the former sheriff's senior commanders, these vests had been purchased at a discounted price by the former sheriff who knew they were expired when he purchased them.

During my first week as interim sheriff, a large cache of weapons owned by Christian County was surrendered back to the department and the FBI by the former sheriff's attorney. These weapons had been removed from the office by the former sheriff with assistance from others on the evening of May 19, 2015, hours before the former sheriff's resignation and guilty plea. Over the past week, witnesses have reluctantly come forward with statements regarding their observations during the course of that evening.

The removal of these weapons as well as the many missing fully automatic departmental weapons is more than unsettling. It is debatable whether these fully automatic weapons should even be in the hands of law enforcement, but it is unacceptable that they are unaccounted for. I want to make it clear that these missing weapons are not the Department of Defense fully automatic weapons that are "on loan" to the department discovered to have faulty paperwork when originally inventoried at the beginning of my interim term. These are weapons which have been purchased with Christian County taxpayers' money and cannot be found.

This situation, as well as other investigations, have been referred and are continuing to be investigated by both federal and state law enforcement agencies. However, despite our best efforts over the past eight weeks to answer all of the questions we inherited, we have not been able to adequately address or investigate these many areas of concern. It is for this reason that as witnesses are continuing to come forward as recently as this past week, I will be submitting a written request to the Christian County Prosecuting Attorney to ask that the Circuit Judge of Christian County empanel a Grand Jury to investigate the irregularities and activities of the Sheriff's Department over the past several years.

It is my firm belief that rather than attempt a thorough investigation with jurisdiction split between federal, state and local jurisdictions, it would be more efficient and successful to bring the evidence and witnesses we have identified in these matters as well as witnesses and evidence yet to be discovered to a sitting Grand Jury for a complete and thorough review by one body. I recognize that this request, if granted, would create an enormous hardship on the office of the Christian County Prosecutor and the

prosecutor personally, but even if the appointment of a special prosecutor was necessary, it is imperative that the department be completely vetted.

As interim sheriff, the easiest thing for me to do would have been nothing – to report nothing to the people of Christian County. This report is an honest reflection of the state the department was in and what we have uncovered to date. As I stated at the beginning of this interim term, now more than ever, the officers and this department need the community's support and prayers to move forward and begin the long process of restoring the integrity of the Christian County Sheriff's Office. This controversy has taken a toll, not only on the department but its employees and their families as well. The department is staffed with good, honest, hard-working people. This report, while necessary to continue transparency, should not be a condemnation of the individual officers and staff of the Christian County Sheriff's Department. It is my sincere hope that on the other side of this adversity the department emerges a better, more professional, responsible law enforcement agency. This is going to take a lot of hard work, leadership and major changes in departmental culture, philosophy, procedure and accountability.