

The end ...



***2010  
Annual***

***report***

... and the  
beginning



## HOW WE WORK

The sheriff is the chief executive of the agency. The sheriff, elected every four years, works with the merit board on personnel and pension issues, and with fellow elected officials on fiscal matters, such as the annual budget.

The undersheriff is the chief deputy and manages day-to-day operations of each division and oversees the vehicle fleet and legal compliance.

Four divisions within the department, each led by a captain, work together to achieve the goals established by sheriff and the requirements set by state law.

**Administrative services:** The division looks after training and hiring, makes sure the county's courtrooms are orderly and safe, and handles the department's civil responsibilities on court process, income tax warrants and foreclosures.

**Patrol:** The 45 outstanding men and women in uniform respond to emergency calls, take case reports, write citations, and investigate traffic crashes. Officers also work with residents on community policing initiatives geared to improve quality of life by limiting the incidence of criminal mischief, vandalism and theft.

**Investigations:** Officers assigned to the detective bureau gather physical evidence, collect information at crime scenes, and conduct interviews with victims, witnesses and suspects. Detectives work closely with prosecutors and other agencies to ensure crimes are resolved in the best manner possible.

**Corrections:** Limited deputies make certain prisoners housed in Elkhart County are treated respectfully, get to court on time for appearances, and get to see loved ones and counsel during visits.



OUR NEW LAW ENFORCEMENT CENTER OPENED FOR BUSINESS IN MARCH.

## TALK TO US

**Internet:** [elkhartcountysheriff.com](http://elkhartcountysheriff.com), Facebook and Twitter

**Mail or in person:** 26861 C.R. 26, Elkhart, IN 46517

**Telephone:** (574) 891-2100

We like to know when we have done well. We need to know when we don't.

Our department has a policy for receiving complaints or information about negative experiences. Information is documented and given to the administrative services captain for follow up, so we can improve training, change policies or take corrective action to better serve the public.

Please do not hesitate to contact us. It's very helpful to us when we have this information, including employees' names and location, time and date.

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ON THE COVER: **SHERIFF MIKE BOOKS** ACCEPTS THE MERITORIOUS SERVICE MEDAL IN OCTOBER, JUST THE FIFTH PERSON TO RECEIVE THE HONOR; **SHERIFF-ELECT BRAD ROGERS** IS SWORN IN DURING A CEREMONY IN ELKHART CIRCUIT COURT.

## DEPARTMENT MISSION

Since 1830, the Elkhart County Sheriff's Department has committed resources in partnership with the community to promote these goals, ensuring to the best of our ability the place where we live is safe and without fear of crime.

**Service:** We will provide quality service in a courteous, efficient and accessible manner. We will foster community and employee involvement with problem-solving partnerships.

**Integrity:** We always will be committed to achieving the highest standards of performance, ethical conduct and truthfulness. We will be accountable for our actions and take pride in being professional and fair to all.

**Respect:** We will treat all people in a dignified and courteous manner, exhibiting when needed an understanding of ethnic and cultural diversity. We believe in and guarantee the principles and values embodied in the constitutions of the United States and the state of Indiana.

**Fairness:** We will treat all people impartially and with compassion. We will be responsive to each other and the community we serve.

## ADMINISTRATIVE TEAM



SHERIFF MIKE BOOKS AND UNDERSHERIFF JULIE DIJKSTRA



SHERIFF BRAD ROGERS, UNDERSHERIFF SEAN HOLMES, DETECTIVE CAPT. JEFF SIEGEL, ADMINISTRATIVE CAPTAIN JIM BRADBERRY, PATROL CAPT. MICHAEL CULP, CORRECTIONS CAPT. NORMA ALBER

## THE IMPORTANCE OF ACCREDITATION

In November 1984, Elkhart County Sheriff Dick Bowman directed the department to seek professional accreditation to ensure services were delivered to the community in the best way possible. Elkhart County became the first sheriff's department in the United States to achieve recognition from the Commission on Law Enforcement Accreditation, and we have completed the national process seven times, most recently in 2008.

CALEA is the nonprofit corporation administering the program. The International Association of Chiefs of Police, the National Organization of Black Law Enforcement Executives, the National Sheriffs Association and the Police Executive Research Forum created the foundation for CALEA in the late 1970s, and those groups endorse the independent commission.

Also, Elkhart County is a member of the Indiana Police Accreditation Coalition.

For CALEA, the department must invite assessors to come on site and review our compliance in four categories: policies and procedures, administration, operations and support services. This process also provides an opportunity for community residents to review the same materials and voice support or concerns about the agency.

The department must confirm its accreditation again in 2011.



DEPARTMENT OFFICERS PREPARE TO TAKE THEIR LAW ENFORCEMENT OATH, A RITUAL PERFORMED WITH EACH CHANGE OF ADMINISTRATION.

ACCREDITATION

# YEAR IN REVIEW / ADMINISTRATION

## EMPLOYMENT

The department employs about 230 people — 75 merit deputies and 100 corrections officers, with the balance filling civilian professional, secretarial and clerical roles.

We receive thank-you letters and calls of support from the public. With an agency this size, however, we also receive complaints and grievances, and at times must investigate possible misconduct or wrongdoing. We track these statistics for internal review, and take personnel action or change our policies or training activities to correct department-wide issues as needed.

### INTERNAL AFFAIRS

Corrections  
Law enforcement  
Administration

7  
1  
0

### TYPE OF INVESTIGATIONS

Interactions with inmates	3
Employee conduct	2
Improper search	1
Missing money	1

### RESULTS

Four investigations were determined to be improper conduct on the part of the officer, and three investigations were ruled unfounded.

## USE OF FORCE

Comprehensive records are kept on all cases during which officers become physical or take defensive action with a weapon to control a suspect or inmate. In 2010, a total of 196 use of force reports were detailed for review by the sheriff, undersheriff, division captain and training division. The number of similar cases in 2009 was 263, an decrease of about 25 percent.

Within those reports, it has been determined 108 different officers used force in 2010.

### DIVISION TAKING ACTION

Corrections	149
Patrol and reserves	40
Work release	5
Court security	2

### MOST FREQUENT TYPES OF ACTION

Emergency restraint chair	302
Physical restraints	153
Handcuffs	127
Wristlock	72
Verbal commands	59
Takedown	48
Taser pointed	45
Taser used	42
Pressure points	29

### SHIFT

First (roughly 6 a.m. to 2 p.m.)	25
Second (roughly 2 to 10 p.m.)	87
Third (roughly 10 p.m. to 6 a.m.)	84

## DEMOGRAPHICS

### RACE

White	133
Black	67
Hispanic	21
Other or not specified	8

### AGE

Under 18	8
18 to 25	72
26 to 35	66
36 to 45	43
46 to 55	23
Over 56	9
Not specified	8

### SEX

Male	192
Female	32
Not specified	5

## YEAR IN REVIEW / ADMINISTRATION

### COURT PROCESS

Paperwork generated by the courts needs to be served by sheriff's department personnel daily. The following statistics illustrate the volume of paper arriving at the department during 2010 (119,059 pieces total) and the amount served (63,828 total).

MONTH	ISSUED	SERVED	MONTH	ISSUED	SERVED
January	9,305	5,273	July	10,439	5,391
February	8,742	4,738	August	10,163	5,503
March	9,696	5,745	September	11,261	5,920
April	9,682	5,177	October	12,633	5,423
May	10,342	5,063	November	7,975	4,724
June	10,740	5,687	December	8,081	5,184

COURT	PAPERS	COURT	PAPERS
Circuit	6,887 (+16.6%)	Superior 5	22,482 (-6.0%)
Superior 1	8,581 (-0.6%)	Superior 6	29,597 (-2.8%)
Superior 2	8,204 (-9.4%)	Other	10,712 (-11.9%)
Superior 3	4,761 (+30.5%)	Child support	10,000 (-14.2%)
Superior 4	17,835 (+0.7%)	<b>Total</b>	<b>119,059 (+6.8%)</b>

## YEAR IN REVIEW / CORRECTIONS

### FACILITIES

The state-of-the-art building at C.R. 26 and C.R. 7 opened in 2007 with housing for 936. The minimum-security work release facility in Goshen has a capacity of more than 300, and non-violent, sentenced offenders are eligible for the program. Home detention is a growing alternative to incarceration in Elkhart County, and offenders reimburse the county for use of the equipment.

MONTH	CORRECTIONS AVG. POPULATION*	WORK RELEASE AVG. POPULATION	HOME DETENTION AVG. POPULATION	TOTAL IN CUSTODY
January	977	295	300	1,572
February	946	298	314	1,558
March	928	300	296	1,524
April	948	300	306	1,554
May	889	296	319	1,504
June	883	301	310	1,494
July	908	307	302	1,518
August	900	304	302	1,506
September	872	302	304	1,478
October	844	299	310	1,453
November	848	295	309	1,452
December	803	271	323	1,397

\* – Please note, this number includes prisoners kept under the agreement with the Indiana Department of Correction, as well participants in the Sheriff's Alternative Program, which allows sentenced individuals to report to the facility and perform maintenance or other tasks while completing their court-imposed penalty.

# YEAR IN REVIEW / PATROL

## TRAFFIC

One of the highest priorities for patrolmen is to make Elkhart County roads safer. The best ways to measure progress are crash counts and tickets written. Since 2000, the number of tickets written has increased more than 70 percent - an indication of greater involvement by our officers to increase safety and hopefully prevent crashes. The year brought a significant increase in traffic crashes (3,434) compared to 2009 (2,450).

MONTH	CRASHES	INJURIES	DEATHS	TICKETS	WARNINGS
January	241	33	2	1,000	699
February	261	25	1	1,210	751
March	158	38	2	1,158	827
April	166	32	0	873	508
May	163	49	1	807	499
June	188	55	1	641	430
July	187	49	3	780	499
August	162	27	3	835	531
September	183	29	1	741	502
October	538	80	2	375	372
November	536	98	0	415	458
December	651	123	1	529	401
<b>TOTALS</b>	<b>3,434</b>	<b>638</b>	<b>17</b>	<b>9,364</b>	<b>6,477</b>

## CRIME

Officers respond to emergency calls and investigate crimes. Last year, the number of reports taken was 5,948, about the same figure as 1995 despite a tremendous growth in population.

## RESERVES

Volunteers with law enforcement authority have been a valuable asset to our patrol division. The reserve unit gives vital assistance on weekends and during exceptionally busy times, such as the county fair and annual officer training.

The 15 regular and eight limited reserves, led by retiring Chief Ryan Newcomer, contributed more than 8,080 hours of service in 2010, submitting case reports, writing tickets and assisting at community events. Reserve officers must meet all the same requirements for hiring as regular patrol officers, and have annual training to keep up-to-date on policies and practices.

The unit participates in safety programs and coordinates the motorcycle unit, as well.

Chief Newcomer retired at the end of the year after 23 years of volunteer service, and he was recognized and awarded with a plaque from Sheriff Mike Books and Undersheriff Julie Dijkstra during the reserves' annual dinner in December.

Sheriff Brad Rogers will appoint a new chief in 2011.

# YEAR IN REVIEW / INVESTIGATIONS

## CRIMES

Detectives work with other agencies and the prosecutor’s office on cases received from patrol officers or through their own contacts. They make recommendations to the prosecutor’s office for criminal charges, and work on cases until all leads are exhausted.

MONTH	CRIMES	ARRESTS	MONTH	CRIMES	ARRESTS
January	446	172	July	633	128
February	461	243	August	587	156
March	526	213	September	515	85
April	581	198	October	612	100
May	550	204	November	514	59
June	598	243	December	496	96

TYPE	NUMBER	TYPE	NUMBER	TYPE	NUMBER
Theft	1,025	Child needing services	166	Escape	84
Criminal mischief	448	Illegal consumption	152	Death investigation	77
Residential burglary	355	Fraud	121	Drug sale/manufacturing	67
Battery	337	Harassment	119	Intimidation	64
Juv. Status Offense	335	Business burglary	108	Resisting arrest	62
Domestic violence	243	Invasion of privacy	98	Found property	53
Drug possession	220				

Other crimes of note, with the number of cases investigated, include:

- Child molest, 49;
- Criminal recklessness, 42;
- False informing, 38;
- Public intoxication, 34;
- Residential entry, 37;
- Weapons law violations, 15;
- Arson, 12;
- Rape, 11;
- Neglect of dependent, 11;
- Animal cruelty, 8;
- Sexual battery, 6;
- Missing people, 5; and
- Murder, 1.

## LOOKING AHEAD / SHERIFF'S GOALS

### By Sheriff Bradley D. Rogers

Sheriff's departments are typically a unique, diverse, and complex entity within the criminal justice community. The Sheriff has a responsibility to the community and upholding the United States and Indiana Constitutions. However, collaboration and cooperation with many other entities, such as the County Commissioners and County Council and the media, are key to being successful and serving the public effectively and efficiently. The Elkhart County Sheriff's Department is an innovative agency with goals and objectives that will impact public safety, department efficiency and accountability, department transparency in fiscal matters, community quality of life, and systemic advancement that will sustain high standards while serving the public.



**Administration/Leadership:** As Sheriff, it is my responsibility to establish and maintain high levels of performance, professionalism, and ethical behavior. Servant leadership is the emphasis, showing line-staff that command staff is not above any task and that a goal for command staff is to break through bureaucracy to obtain necessary resources and allow the work to be accomplished. Streamlining purchases and providing for accountability and transparency in accounting, is fundamental in this administration. Servant leadership allows for the paradigm shift in thinking among all staff, restoring the "Serve" in the motto "Serve and Protect". With this leadership philosophy, any long-term goals and objectives will include standards and policies that require behavior (on and off-duty) and qualifications that meet or exceed these expectations. A strong foundation built upon current, ethical, and updated policies (that include documented proof of accountability), and choosing command/supervisory leaders that have integrity, honor and distinction, will be an ongoing long-term commitment of this administration.

**Corrections:** The correctional facility philosophy is not to "warehouse" inmates, but rather, affect change in inmate's "heart and mind" to reduce recidivism. This change is to be brought about through programming such as evidence-based-programming like "Thinking for a Change", "Life After Incarceration", "Substance Abuse", and "Anger Management". Other programs such as spiritual development, church services, and Bible studies are being facilitated by hundreds of community church volunteers. An emphasis on training for Corrections Staff is a goal to facilitate improved inmate behavior management and risky situations such as transports and court security.

**Law enforcement:** The long term goal is to partner with citizens and to empower them with information and programs to impact their community. Through web-based dissemination, such as the department website and social media, we will provide crime trends, important educational and public safety information. With budgetary challenges impacting any increase in staffing, utilization of technology to offset manpower and fuel consumption must be proactive and ongoing. Enhanced community policing efforts and re-energized Neighborhood Watches will allow for enhanced police/public dialogue and intelligence distribution and receiving, while displaying the "servant" mentality, and partnering with the community, so central to the core of this department.

Also, this administration's goal is to provide for increased collaboration between the investigations and patrol division, allowing for crime analysis and integrate proactive patrol as a result. Keeping investigators on the "cutting edge" of technology for computer and cell/smart phone, and crime scene forensics will be a continued emphasis in these divisions.