

2023

# 100 DAY REPORT



**Sheriff Christopher H. Lane**



I would like to begin by thanking you for your confidence in electing me to serve as Bartholomew County Sheriff. I am grateful and humbled to be given this opportunity.

As Sheriff, it is my responsibility to ensure public safety. It is my opinion that the deputies and corrections staff who work under my command are some of the finest law enforcement officers in the country. During my administration, I intend to prioritize five (5) key areas that will strengthen my department's response to the needs of the community. To provide a better understanding of these priorities, they are outlined below.

In my 33 years in Law Enforcement, I have had the opportunity to work with both exceptional and poor leaders. Upon reflection, I have realized that the poor leaders never brought out the best in me, whereas the great leaders always put their employees first, seek new ideas from others, all while keeping the overall mission at the forefront. I understand that my approach and attitude as the Sheriff will have a significant impact not only on me but also on everyone at the Sheriff's Office and the citizens of Bartholomew County. Therefore, I decided to create positive change rather than maintain the status quo.

I collaborated with a small team to discuss how we could improve things. We recognized that Law Enforcement traditionally has a top-down, paramilitary organizational structure. However, we came up with an innovative concept to invert the organization from a top-down to a bottom-up structure that relied on the ideas of those performing the work. As a result, we created the Bartholomew County Sheriffs Team-Based Work System, focusing on six key areas: annual training and recertification, equipment, fleet, recruiting and staffing, field training and onboarding, mental health and resilience.

We held face-to-face meetings with all employees in the Sheriff's Office, scheduling six repeating sessions to ensure everyone had a chance to attend and ask questions. These meetings were very well-received, with

almost 100% attendance, and employees left the room excited and eager to try something new. The buzz in the office continued to grow after each meeting.

When we invited employees to sign up for one of the six teams, we were thrilled to see over 40 people volunteer, including those who had never volunteered before. We accepted all the volunteers and placed them on the teams. In just three short weeks, the teams had structure, meeting times, and clear buy-in from all employees.

Now, 100 days into this new way of working, I am amazed by the positive results. The teams are achieving a level of detail that we have never seen before, making more progress than ever. Although we have not yet broadcast this change outside of the Sheriff's Office, I am confident that it will continue to produce positive outcomes for everyone involved.

These teams have a long list of accomplishments in their 1<sup>st</sup> 100 days. Some of the most notable accomplishments are as follows:

### **Equipment:**

The equipment team has made significant progress in improving the organization and cataloging of all equipment. While the smaller groups have always been well-organized, this team has put together a comprehensive inventory that will aid in smarter purchasing decisions in the future. In addition, they have increased our capability to program our own radio equipment, eliminating the need to pay for this service.



The team has also begun developing a five-year equipment strategy, which will enable us to stagger major expenses for a smoother budget process.

## Fleet:



In the first 100 days, the Fleet team has made several notable improvements. They successfully negotiated a new car wash contract, which will improve vehicle maintenance while reducing costs. The team has also closely tracked miles driven and fuel usage

to optimize performance, with a combined monthly mileage of approximately 65,000 miles. Additionally, they are analyzing data to inform future vehicle purchases, ensuring that safety, cost, fuel economy, and residual value are all taken into account.

## Training:

The training team has created a fresh training schedule for 2023 that is more complete and organized than ever before. The team has segmented training into quarterly goals, and the Sheriff's Office is now in the best shape with regards to training than any other year in the past.





## Field Training Officers (FTO)

The FTO team is in place for both Uniform Patrol Division and the Corrections Division. These training officers are considered the best of the best and shadow all new employees as they complete their field training to allow them to operate independently. This hands on training insures the highest level of performance from newer employees and allows objective documentation to be completed on their performance and progress. This training format has been very effective in the past and the team is making even more improvements by creating documentation with objectives for each phase of the training. There are some things that cannot be learned in a classroom and require actual field experience with constant supervision, training and observations. This training for both divisions is very intensive.



Field Training Officer  
Grant Carlson



Field Training Officer  
Robert Cooper



Field Training Officer  
Billy Bryant



Field Training Officer  
Ryan Smith



Field Training Officer  
Chad Williams



Field Training Officer  
Courtney Fisher  
Corrections



Field Training Officer  
Oliver Cooper  
Corrections



Field Training Officer  
Matt Booth  
Corrections



Field Training Officer  
Kayla Foreman  
Corrections



Field Training Officer  
Levi Burton  
Corrections



Field Training Officer  
Lane Cruz  
Corrections

## Staffing:

The staffing team has made rapid progress on several fronts, including conducting employee surveys to gather information on how the Sheriff's Office can improve. They have also become more aggressive in sharing information and advertising on social media, and negotiated a better rate for state testing requirements, allowing us to quickly provide results to candidates. The most significant improvement, however, has been in the hiring process. By increasing speed, we can make better decisions and secure great employees. This improvement will help us avoid losing good candidates due to slow decision-making, which has been an issue in the past.

## Mental Health and Resiliency:

The Mental Health and Resiliency team is a new effort within the Sheriff's Office focused on ensuring that each employee is at their best and has a plan for improvement if needed. In the first 100 days, the team has formed, held sensitive discussions, and surveyed all employees for their thoughts and ideas. This is an area that requires careful navigation, but progress is being made towards the goal of being the best we can be.

## BCSO Executive Leadership Team

I want to introduce my Executive Leadership team.



Major, John Martoccia  
Chief Deputy



Major, Brandon Slate  
Chief of Operations



Captain Christopher Roberts  
Criminal Investigations  
Division Commander



Captain T.A. Smith  
Uniform Division  
Commander



Captain Justin Arnholt  
Jail Division Commander



Reserve Major Dana Vogt  
Chief of Staff



Bobbie Shake  
Matron



Jeff Beck  
Legal Deputy

**These fine leaders have the passion and the desire to help make Bartholomew County Sheriff's Office the very best it can be for the citizens and visitors. This team is highly experienced and has over 210 years of combined law enforcement experience. Having these fine leaders on the team gives me confidence that we will make the very best decisions possible.**

The team has created our strategic priorities that will drive our actions and budgets going forward for the next four years. The strategic priorities come from careful thought and planning but most importantly have come from the citizens of Bartholomew County. During the last 18 months I was able to talk to hundreds and maybe thousands of people. During these interactions I spent the majority of time listening to the needs and concerns of the people we serve every day. I took careful notes after each interaction and was able to reflect on these notes to make sure I continued to act on the things I have heard.

The following are the Strategic Priorities for the Bartholomew County Sheriff's Office.

**Five-point Star Strategic Priorities**



## **Relentless Drug Enforcement & Treatment**

In 2022, substance abuse deaths in Bartholomew County hit an all-time high. Thirty-nine (39) community members lost their battle with drug addiction. During my administration, my office will aggressively partner with the DEA, Joint Narcotics Task Force, other law enforcement agencies, and the Bartholomew County Prosecutor to take these drugs off the streets. We will work with the County Council to obtain the funding for adequate staff and training to intercept drugs entering this community.

The team is also very committed to continue to offer drug treatment while inmates are incarcerated in our Jail. This has been something in place for the last four years and has yielded significant results. The one story that brings this whole effort into focus was a chance interaction with the parents of a young man we had in our jail for drug charges. His parents actually thanked me for arresting their son and then caring enough to offer him treatment while he was in our Jail. They said that they noticed a significant difference in his attitude while in treatment and upon his release has remained sober and is now an advocate for others dealing with the same issues. When that mother looked me in the eye and said “thank you for giving us our son back” it made all the meetings, efforts and the small amount of funding worth every penny. This is how we win the war on drugs, one caring person at a time.





### **Efficiency and Innovation**

The Sheriff's Office is a 24/7, 365 day-a-year business, and must be ran as such. Part of that is the use of technology to communicate with the community. We successfully used social media and remote access conferencing when responding to minor calls during the Covid pandemic, and feel we can continue this process moving forward. By using technology, our deputies are more readily available to respond to calls of domestic violence, drug activity, impaired driving, accidents with injury, and medical emergencies. Our department recently received drones with thermal imaging capability. These drones will be used by deputies in accident reconstruction, crime scene investigation, and search and rescue efforts.

We also continue to expand the use of technology within the jail. Controlled tablets are now available to inmates to access programs such as high school equivalency preparation and examination, continuing education, and digital library resources. These tablets also include the Homewav software which allows inmates communication with approved friends and family.

During my term, my team will continue to seek out additional technological resources to improve the streamlining of communication between the Sheriff's Department and the community.

### **Employee Retention**

Our employees are the heartbeat of the Department. Corrections has a staff capacity of fifty-three (53) full-time corrections officers, and our Merit staff is comprised of forty-five (45) deputies. We experienced an unprecedented 40% turnover rate in corrections in 2022. There is a constant deficit of 10 – 15 corrections officers at any given time in the jail. This poses not only extreme stress on our corrections staff, but is a safety issue. Additionally, we are losing trained deputies to other law enforcement agencies due to being understaffed and having mandated overtime.

My team and I are also working to expand recruitment efforts to represent the demographics of the entire community. We are working with community stakeholders in an effort to include minority members of the community in our recruiting efforts. It is important that those of us in law enforcement continually strive to respect and understand the diversity and cultures within the community we serve.

### **Mental and Physical Resilience**

The mental and physical stress experienced by law enforcement officers is comparable to that of our military veterans. As a result, more officers die each year by suicide than are killed in the line of duty. As a community, we must rally around our law enforcement officers to prioritize their mental and physical health. During my administration, my team will focus on creating a safe and confidential way for law enforcement to receive the support necessary to continue responding to the needs of the citizens they serve.

### **Partnership with Other Agencies**

Law enforcement is most effective when we all function as one unit. My department currently works with the Columbus Police Department, Indiana State Police, DEA, and the FBI. Working together provides the most efficient and effective response to any crisis within the community. It is my goal to continue to expand the relationship other agencies to maximize all of the resources available to quickly apprehend those who pose a danger to the public.

We have taken the position to always look outside for unique and effective solutions to the challenges that we are experiencing. Many other Sheriffs Offices and Police Departments are sharing best practices so we can learn from others for the very best solutions in Bartholomew County

## Accomplishments

- 1) Successful conviction of the Doyle murder trial resulting in an 85 year sentence. Detective Kevin Abner and our Prosecutor, Lindsey Holden-Kay worked closely throughout the entirety of this case to bring about a successful conviction.



**Kevin Abner**  
Detective

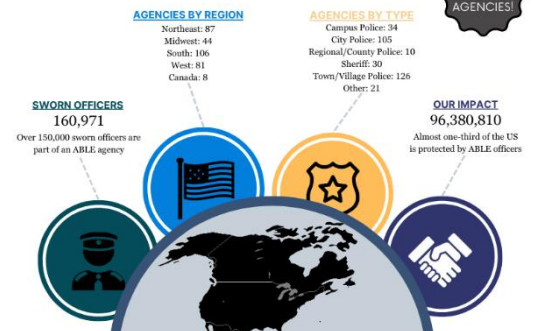


**Lindsey Holden-Kay**  
Prosecutor

- 2) New Leadership structure with a focus on maximizing efficiency in each division without increasing administrative positions thus not increasing the overall budget.
- 3) Strong partnership with Turning Point with renewed focus on cross training to bring a comprehensive response to domestic violence.

- 4) The Sheriff's Office has been accepted into the Active Bystandership for Law Enforcement Project (ABLE) and will begin department wide training shortly.

### ABLE BY THE NUMBERS



- 5) Developed and implemented a Team based approach to bring a diversity of ideas into the decision making process as well as allowing even the most junior deputies to be involved in the direction of their department.
- 6) In an effort to begin working on Officer Resilience and Mental Health, we have undertaken several initiatives outlined in the Mental Health and Resiliency Team section.

- 7) Implemented a detailed scorecard updated monthly to highlight performance and areas that need attention in an effort to make data driven decisions. This is a key step to running the Sheriff's Office like a business.

### Challenges or concerns

- 1) Employee retention and significant staffing deficit within the Corrections Division of the Sheriff's Office. The increase in turnover and a deficiency in staffing numbers comes at a cost not only to the Sheriff's Department, but to the community in the form of additional training costs and overtime. The national media tone has driven down the applicants for law enforcement officers. In fact just a few short years ago we would advertise for an open Deputy position and get 70-100 applicants. The Sheriff's Office as well as every single law enforcement agency is struggling with recruitment, which leads to a limited pool of applicants for each available position.
- 2) The ongoing opioid crisis, specifically the increase use of fentanyl. There has been a substantial rise in the number of overdose deaths within the community, with a record high 39 deaths in 2022. Of those deaths, only 12 were from the use of a single drug. The remaining 27 involved multiple drugs used simultaneously.
- 3) The increase in mental health encounters by law enforcement and the lack of 24/7 community resources to serve as an alternative to those individuals entering the justice system unnecessarily.



## Sheriffs Reserves

The Sheriffs Reserve Program has always been a strength for Bartholomew County Sheriff's Office. Dedicated Volunteer Officers who are trained at the same level as Merit Deputies help serve in several critical capacities to assist and support their Merit counterparts. The Sheriff and the Reserve Commander are dedicated to growing the current program to be able to assist even more than in the past. This will require recruiting and training new Reserve Deputies in the months ahead. Our goal is to double the size of the team in the next 12 months. The typical duties of a fully trained Reserve Deputy is much the same as a Merit Deputy today although all hours are volunteer. Andy Riddle is our Reserve Captain and Commander of the Reserve Program and Reports directly to the Captain of the Uniform Division T.A. Smith. Andy has a passion for service and has dedicated 16 years as a very active Reserve Deputy. Andy wants to increase the number of Reserves so they can be more active serving civil process papers, helping in the Jail when needed and helping on prisoner transports that occur weekly.

### Current Reserve Deputies



Reserve Captain  
Andy Riddle  
Commander



Reserve Lieutenant  
Tim Dillingham  
Deputy Commander



Reserve Public  
Information Officer  
Alan Trisler



Reserve Chief  
Training Officer  
Jim Pridgen



Reserve Deputy  
Edward Garcia



Reserve Deputy  
Mike Barnes



Reserve Deputy  
Lloyd Miller

## School Resource Officers (SRO)

The Bartholomew County Sheriff's Office maintains its commitment to fielding two school resource officers, one being assign to the Bartholomew Consolidated School Corporation the other assigned to Flat Rock-Hawcreek School Corporation. Sheriff Lane views the presence of deputies inside our area schools as an invaluable resource to the school corporations as well as to law enforcement. Not only do school resource officers bring security to a school they also foster an environment of trust and understanding with the students that is not achievable in any other way for law enforcement.



Jessica Pendleton  
SRO



Teancum Clark  
SRO

### DARE Officers

The Sheriff's Office also has expanded to number of deputies who will be instructing DARE to our area youth. Deputy Max Medina and Deputy Nicholi Burkholder will be attending DARE instructor training and will begin instructing lessons this fall. The addition of Deputy Medina and Deputy Burkholder will double the Sheriff's Office number of DARE instructors.



DARE Officer  
Nicholi Burkholder



DARE Officer  
Max Medina

## Summary Statement

Thank you for your interest in the Bartholomew County Sheriff's 100 day report. It is my hope that my team will continue to earn your trust and I can continue working with the community to create positive change for Bartholomew County. The safety and well-being of the community is of paramount importance as we strive to make improvements to the services provided from the Sheriff's Department. It is my honor and privilege to serve as your Sheriff, and I look forward to continuing work with community stakeholders to make the improvements that each of you deserve.



Protecting and serving as a Sheriff and a Deputy is an honor and something we take very serious. As many of us would say law enforcement is a calling and not just a job. Given all the negative headlines about policing across America we need to be doubly sure we are doing everything to make every person of every background comfortable to call this great place home. We remind ourselves daily that only a very few bad people are making poor decisions that impact all of us. We stand ready to deal with these few people but on the other hand we are committed to protecting and serving the community in a way that brings honor and respect. This place is our home also, we are committed.



Should you have any questions regarding the content within this report or desire additional information, please contact Public Information Officer Dane Duke at 812-379-1650.