



MARK A. SCHOONOVER  
CHIEF DEPUTY

**JIM NEIL**  
**SHERIFF**  
**HAMILTON COUNTY, OHIO**

**JUSTICE CENTER**  
**ROOM 110**  
**1000 SYCAMORE STREET**  
**CINCINNATI, OHIO 45202-1336**  
**(513) 946-6400**  
**FAX: (513) 946-6402**



May 14, 2014

To: Honorable Chris Monzel  
Honorable Greg Hartmann  
Honorable Todd Portune

I am pleased to provide you with an update on the Sheriff's Office's effort to improve performance and efficiency. You will remember that I called for a comprehensive audit when I took office in January, 2013. We contracted with Greenwood & Streicher, LLC to perform the review.

The purpose of the review was to get a 30,000 foot assessment of the major issues facing the office after the long tenure of the prior Sheriff and to see where we need to go from here. The initial summary overview was shared with you previously. Recently we were provided additional reviews of operations in the Court & Jail Division.

The report from Greenwood & Streicher validates the summary overview and the observations of my management team based on our first year on the job. Clearly, training, staffing, and information technology are the common themes and need critical attention to get us where we need to be as an office.

Training had become almost non-existent. We have already taken several proactive steps by improving the hiring process, implementing mandated in-service training for both civilian and uniform personnel, training mid-level supervisors across divisions for the first time ever, and all as efficiently as possible. However, more is needed to meet and exceed minimum standards and get us in line with like sized law enforcement agencies.

Concerning staffing, the current complement of Correction Officers inside the Justice Center is inadequate. We see a ratio of approximately one officer to ninety inmates approximately double that of Franklin County. Low staffing levels, combined with normal sick time, military leave, and vacation use, has required us to augment manpower with daily mandatory overtime. The shortage of personnel creates an environment inside the jail which is unsafe for our staff and extremely inefficient. Just as important, we are working on alternate work schedules to achieve compliance with the State of Ohio Jail Minimum Standards.

**MAJOR MIKE HORTON**  
ENFORCEMENT DIVISION  
PHONE: 825-1500  
FAX: 595-8517

**MAJOR CHARMAINE McGUFFEY**  
COURT SERVICES  
PHONE: 946-5323  
FAX: 946-5321

**JAIL SERVICES**  
PHONE: 946-6600  
FAX: 946-6616

**MAJOR TOM CORBETT**  
SUPPORT SERVICES  
PHONE: 825-1500  
FAX: 595-8517

**CONNIE M. BERNARD**  
FISCAL OFFICER  
PHONE: 946-6407  
FAX: 946-6402

**KEITH L. CLEPPER**  
ADMINISTRATIVE ASSISTANT  
OFFICE OF LABOR RELATIONS  
PHONE: 946-6611  
FAX: 946-6402

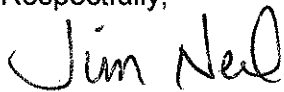
**JIM KNAPP**  
CHIEF OF STAFF  
OFFICE OF MEDIA AND PUBLIC RELATIONS  
PHONE: 946-6408  
FAX: 946-6402

Regarding technology, the Sheriff's Office has begun a technology revolution bringing us out of the dark ages. Some can be done with our current staff, like the "Cufflink" program, a process that used to take hours and several personnel, now takes minutes. We created a Records Management Committee which has been tasked with identifying and recommending new technology investments, which will pay dividends in creating efficiency and reducing staffing requirements. However, an investment is necessary to allow our office to "talk" and partner with other agencies within the criminal justice system, which could pay huge dividends long term.

This letter is intended to keep the Board of Commissioners abreast of our efforts. I am cognizant of the budget pressures in the general fund. I am reaching out to you early, am transparent about our needs and the concerns, and commit to working with you and the County budget office to advance modest but necessary investments which will have a big impact on the overall efficiency and effectiveness of the Sheriff's Office.

If you would like me to make a more in depth presentation to the entire Board, please do not hesitate to ask. Also please do not hesitate to contact me directly to discuss any specific concerns.

Respectfully,

A handwritten signature in black ink that reads "Jim Neil". The signature is written in a cursive, slightly slanted style.

Sheriff Jim Neil

JN/mr