

COALITION FOR A BETTER MEMPHIS
Shelby County Sheriff Candidate Questionnaire
Election Date: May 6, 2014

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TO peggy@bettermemphis.org**

Name: William P. "Bill" Oldham

Section 1: Qualifications and Background (1 question)

Section 2: Vision and Strategies (3 questions)

Section 3: Improving the System (2 questions)

1. QUALIFICATIONS AND BACKGROUND

1. Qualifications: Describe briefly your qualifications for holding the office of Shelby County sheriff.

First and foremost, I was elected Sheriff of Shelby County in 2010. I have 40 plus years of Law Enforcement experience in Memphis and Shelby County. I have served on the Senior Command Staffs of the largest Police Agency in the state of Tennessee, Memphis Police Department, and the largest Sheriff's Office in the State of Tennessee, Shelby County Sheriff's Office for a combined 22 years. I have held numerous leadership positions with various law enforcement groups such as: Treasurer, Vice President and President of the Memphis Metropolitan Association of Chiefs of Police, I was appointed to the Law Enforcement Budgeting Advisory Group by the FBI as a Charter Member for my vast experience in Police Administration, I was a member of the Major Cities Police Chiefs Association where I was selected to write articles on leadership for the National Executive Institute of the FBI, I am a current member of the Major County Sheriff's Association, I am a life member of the International Association of Chiefs of Police with over 20 years of membership at the Command Staff level, I was appointed in 2011 to the Tennessee Corrections Institute Board of Control by Governor Bill Haslam where I represent the Tennessee Sheriff's Association and was selected as its Chairman in 2012, 2013, and 2014, I was appointed by Governor Bill Haslam and the Tennessee Department of Corrections to the U.S. Department of Justice Bureau of Justice Assistance as a Tennessee Representative for the Cross Boundary Corrections Information Exchange Policy Academy, I am a graduate of the Twenty-First session of the FBI's National Executive Institute which is the highest level of training offered by the FBI, I have 2,485 accumulated hours of Law Enforcement related In-Service and Specialized Training, and I meet the qualifications of POST as a Sheriff's candidate.

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2. What events or experiences caused you to decide to run for this office?

In 2010 my predecessor with very short notice decided to run for the office of Shelby County Mayor. I wanted to protect what I and the Shelby County Sheriff's Office had accomplished in the last eight years where I had served as Chief Deputy. I believed I was the best person for the job due to my vast Executive Command Law Enforcement experience and I was successful in that endeavor being elected in 2010 as the Sheriff of Shelby County. I believe that my leadership has continued to be productive. In my first term, I have been a good steward of tax payer dollars saving the tax payers of Shelby County over 8 million dollars in my first three years. The SCSO along with other agencies in Shelby County continue to reduce major violent crime and major property crime according to Operation Safe Community Crime Trend Report. Our jail is now a model for Corrections Institutes in the Southeast. We continue to be accredited by the American Corrections Association and The Tennessee Corrections Institute. The Jail and its staff have won numerous awards including the 2012 Jail Administrator of the Year and 2013 Corrections Trainer of the Year. Noted in our last CALEA reaccreditation report, Sheriff Bill Oldham's leadership has made the Shelby County Sheriff's Office one of the two most decorated/award winning Law Enforcement Agencies in the Country. We were the 31st agency to win CALEA's Triple Crown for the second time and only the 9th with a change in administration. We also received the prestigious, Tri-Arc award in 2013 for accreditation in Law Enforcement, the Training Academy, and our Communications Bureau becoming only the second agency to hold both of these awards at the same time. For my work in 2012, I was named citizen of the year in 2012 by the Optimist Clubs of Memphis. In 2011 Governor Bill Haslam appointed me to the Board of Control of the Tennessee Corrections Institute and I was selected as Chairman in 2012, 2013, and 2014. I was recently appointed by Governor Bill Haslam and the Tennessee Department of Corrections to the U.S. Department of Justice Bureau of Justice Assistance as a Tennessee Representative to the Cross Boundary Corrections Information Exchange Policy Academy. We have continued to be innovative, receiving Traffic Enforcement Awards from the International Association of Chiefs of Police as First in the Nation in its Traffic Challenge Award for 2012 and 2013 receiving the same awards through the State of Tennessee through the

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Governor's Highway Safety Office. Under my leadership, we have provided training, resources, information sharing, and support to all of the agencies in Shelby County and the Mid-South. With these accomplishments in my first term, I believe that I am the best candidate for the Office of Sheriff of Shelby County in 2014.

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2. VISION AND STRATEGIES

1. Law enforcement philosophy: What is the best way of reducing crime in a community? What best practices should we be considering in Shelby County to reduce crime? What is the best role for the sheriff's department in this?

My philosophy for addressing crime in our community is problem solving policing where we work with our citizens in their communities to address their law enforcements problems directly. I believe it is essential in building relationships, hope, and trust that we work with them to solve their problems by referring them to the proper agency or government office to address the other concerns they have that might impact their community negatively. I also believe it's important for us to collaborate with other government offices to address the problems of our citizens. We (Shelby County Sheriff's Office) act as a referral and assist them in getting the necessary results. This builds trust in the community as well as showing our desire to collaborate with them and other sources in addressing their concerns. In addition to that, I invite individuals in Shelby County to come take a look at us (Shelby County Sheriff's Office) through our Citizen's Academy. Providing them an opportunity to learn about who we are, what we do, and how we do it. I also believe in the importance of non-traditional Law Enforcement approaches in solving the root cause of crime and blight in our community. I support Operation Safe Community and will continue to work with them on their initiatives. To get to the neighborhood level, I believe the involvement of faith based communities is essential and I will continue to work with various churches and church leaders in providing opportunities for our youth with tutoring and mentoring programs which are so essential for their development. Data Smart Policing is the model that we utilize to attack crime. This best practice is continuing to evolve and move toward predictive analysis. I believe that information sharing, collaboration, and continual adjustment in tactics will lead to success in our mission to reduce crime. The Shelby County Sheriff's office hosts a data smart policing meeting once a week that I started upon taking office as Sheriff in 2010. Various agencies from Memphis and Shelby County, Tipton County, Desoto County, and Fayette County, attend those meetings. We now have the capability of video conferencing so that all of the participants can remain in their communities and participate fully in our meeting by electronic means. This collaboration is essential in fighting crime in our communities since criminals have no jurisdictional boundaries. In furtherance of this meeting, once a month I host a detectives meeting where forty-two agencies are represented from throughout the mid-south. An example of the information sharing is that information from Marshall County, MS has assisted in solving crime in Lauderdale County, TN. Collaboration and information sharing allow us to be more effective in fighting crime. These agencies on a daily basis share information with us that we convert into information bulletins, requests for photos or information on individuals, and be-on-the-lookout notices which we push out

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through our Homeland Security Fusion Center each day. Another meeting where information is shared not only with law enforcement but also with Loss prevention Offices and security Agencies is our Area Law Enforcement and Retail Team (ALERT) meeting that I host once a month as well. This concept developed by the Shelby County Sheriff's Office has spread throughout the country where we now have over 70 additional ALERT teams and over 5,000 members. We host the server for this nationwide information sharing initiative. We also participate in 13 task forces that include local, state, and federal agencies. In support of our collaborative efforts, I partnered with the MPD, the ATF, the FBI, the DA's office and the US attorney's office in reestablishing the Multi-Agency Gang Task Force. Demonstrating a collaboration and information sharing are best practices that allow us to combat crime more effectively and efficiently in our community. The Shelby County Sheriff's Office should have a leadership role in this process and continue to share our information and our resources with our Law Enforcement partners in the mid-south.

2. Management philosophy: What is the best way of managing a law enforcement agency with several distinct missions, including law enforcement and jail management?

I believe that professional leadership, continual developmental training, a sound selection process, and a fair promotional process are necessary to continue to grow and improve the Shelby County Sheriff's Office. I believe that succession planning starts the day a deputy or corrections officer enters our academy. I must provide them the best possible training, supervision, policies, resources, and direction to continue their growth in our organization. To that end, we are an accredited agency through both CALEA and ACA, for our jail, where we meet all of the standards and demonstrate the use of our policies, the effectiveness of our training, and the impact of our leadership. We continue to maintain a professional staff throughout the entire organization where their development is essential to our success. We continue to be transparent and gain the trust and support of the community we serve.

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3. How would you coordinate the operations of the Sheriff's department and the Memphis City Police to more efficiently serve the citizens of Shelby County?

The Shelby County Sheriff's Office works with the Memphis Police Department on a daily basis; sharing information, resources, and any other requested assistance. We will continue to be open to future endeavors that will enhance our collaboration.

4. Jail costs: How can the jail be managed humanely, efficiently and effectively – and cost less money?

The Shelby County Sheriff's Office always looks to alternatives for detention such as the use of misdemeanor citations, juvenile detention alternative initiative, and the juvenile call ahead program. Our daily population for men's detention

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declined over 6% last year and our women's detention which had been rising steadily currently shows a decrease of females in custody with a population today of 178 females. We will continue to look for alternatives and innovations to continue to provide a safe, effective, and humane jail while reducing costs.

3. IMPROVING THE SYSTEM

1. How would you address law enforcement issues with the Shelby County School systems?

The Shelby County Sheriff's Office has a School Security Office headed by one Chief, one Captain, two Lieutenants, and four Sergeants supervising fifty School Resource Officers. We meet with the Shelby County Schools Security Office and MPD collaborating on School Security. I meet periodically with School Superintendent Dorsey Hopson to address concerns and discuss future needs and changes.

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2. Community relations: What are the best ways of strengthening relations between the sheriff's department and the diverse communities it serves?

Knowing that we will never arrest our way out of this situation, during my first term as Sheriff I have met with various Ministers' Associations, Pastors, the Southern Christian Leadership Conference, and other faith based groups to encourage their help and participation in providing positive outcomes for our youth. I have supported the Pink Eagles, April 4th Foundation, Latino Memphis, Africa in April, Shelby Youth Sports, Mediation and Restitution Reconciliation Services, Man of the House Mentoring Program, Open Arms Care, and Memphis Youth Academy Dreams just to list a few. I have openly recruited urban area citizens to participate in our Citizens Academy and upon graduation recruit them for Emergency Services, Volunteer Services, which visits the sick and shut-in, and for our Reserve Division. In addition to all of this, I also have staff dedicated to working with community groups and community initiatives demonstrating our commitment to all of the citizens of Shelby County. We will continue to maintain contact and build support within every facet of our community.

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